

**A STUDY ON WORK LIFE BALANCE AND GLASS
CEILING FACED BY WOMEN EMPLOYEES IN
EDUCATION SECTOR**

Thesis submitted to College of Management & Commerce, Srinivas
University in fulfillment of the requirements for the award of the
Degree of

DOCTOR OF PHILOSOPHY

In Business Management

By

SONIA DELROSE NORONHA

Reg No: SUPHDMGMT2017/02



Under the Guidance of
DR. P. S. AITHAL, Ph.D., Post Doc.
Professor,
Srinivas University, Mangaluru

SRINIVAS UNIVERSITY, MUKKA, MANGALURU - 574 146
KARNATAKA STATE, INDIA
November 2019

RESEARCH SUPERVISOR'S REPORT

This is to certify that Thesis entitled “**A Study on Work Life Balance and Glass Ceiling faced by Women Employees in Education Sector**”, submitted to **Srinivas University, Mukka, Mangaluru, Karnataka State, India**, by **Sonia Delrose Noronha**, for the award of degree of **Doctor of Philosophy** in Business Management, is a record of bonafide research work carried out by her under my supervision. The Thesis has reached the standard of the regulations for the degree and it has not been previously formed the basis for the award of any degree, diploma, associateship, fellowship or any other similar title to the candidate or any other person(s).

Place: Mangaluru

Signature of the Research Supervisor

Date:16.11.2019

Dr. P. S. Aithal, Ph.D., Post Doc.
Professor,
College of Management and Commerce,
Srinivas University, City Campus,
Pandeshwar
Mangaluru-575001
Karnataka State, India

DECLARATION

This thesis, “**A Study on Work Life Balance and Glass Ceiling faced by Women Employees in Education Sector**”, is the result of my own study carried out under the supervision of Dr. P. S. Aithal, Ph.D., Post Doc., Professor, College of Management and Commerce, Srinivas University, Mangaluru and has not been submitted earlier to any University for any degree, Diploma or any other similar title. This Thesis is free from any kind of plagiarism.

Place: Mangalore

Signature of the Candidate

Date: 16-11-2019

Sonia Delrose Noronha
M.B.A, PGDMM, M.Phil.

ACKNOWLEDGEMENT

It gives me an immense pleasure to acknowledge all those who have helped me in the journey of this research. My heartfelt gratitude to Sri. CA A. Raghavendra Rao, President, A. Shama Rao Foundation, Mangaluru and also Chancellor, Srinivas University, Mukka, Mangaluru, for giving me an opportunity to progress in my career at Srinivas University and his constant motivation to excel in the field of academics. I wish to express my sincere thanks to Dr. A. Srinivas Rao, Vice-president, A. Shama Rao Foundation, Mangaluru and also Pro-Chancellor, Srinivas University, Mukka, Mangaluru, for his support.

The first and foremost person who motivated me to do research was my guide and mentor Dr. P.S. Aithal, Vice chancellor, Srinivas University. He was a constant motivator and without his support this study and research work would have not been possible.

My deep sense of appreciation to all my department colleagues who were a source of help in different capacities. I thank all the Doctorial committee members for their valuable suggestions to make this study a meaningful one.

I place on record a huge sense of appreciation to all the respondents of the questionnaire, who have spent their valuable time and encouraged me to do my research in a genuine manner.

A special thanks to my Mother Mrs. Stella, my Mother in law Mrs. Nandini, my husband Dr. Ajay, my children Ayush and Riya who motivated me and helped me throughout this work.

My thanks are due to all my friends Dr. Janet, Mrs. Vidya, Ms.Ambika for their constant support and encouragement. I also thank the almighty for giving me the strength in carrying out this work.

Sonia Delrose Noronha

LIST OF TABLES

TABLE NO.	TITLE	PAGE NO.
3.1	List of State Universities of Karnataka	80
3.2	Results of Reliability Test	84
4.1	Socio-Demographic Variables-Age, Residence type, Dwelling place, Income (Monthly) and Qualification	90
4.2	Socio-Demographic variables- Department, Designation, Total Experience, Experience in the present college and Hours worked per day	91
4.3	Socio-Demographic variables- Marital status, Nature of Family, Parent Responsibility, Family Size, Number of dependents, Number of children and Age of Children	93
4.4	Assessment of Components of Work-Life Balance	95
4.5	Level of Work-Life Balance	98
4.6(a)	Association of demographic parameters with Work-Life Balance	99
4.6(b)	Showing 'p' value of demographic parameters with Work-Life Balance	103
4.7	Challenges due to Individual factors on Work-life balance	110
4.8	Overall challenges due to Individual Factors	112
4.9	Correlation between challenges due to Individual factors and Work-Life balance	113
4.10	Components of Individual factors and Work-Life Balance: Regression Analysis	113
4.11	Challenges due to Family factors on Work-life balance	115
4.12	Overall challenge due to Family factors	117
4.13	Correlation between challenges due to Family factors and Work-life balance.	118
4.14	Components of Family Factors and WLB: Regression Analysis	118
4.15	Challenges due to Organizational factors on Work-life balance	121
4.16	Overall challenge due to Organizational Factors	122

4.17	Correlation between challenges due to Organizational factors and Work-life balance.	123
4.18	Components of Organization Factors and WLB: Regression Analysis	124
5.1	Impact of work-life balance on job satisfaction	127
5.2	Overall Job Satisfaction	128
5.3	Correlation between Work-life balance and Job Satisfaction	129
5.4	Impact of work-life balance on Organizational commitment	130
5.5	Overall Organizational Commitment	132
5.6	Correlation between Work-life balance and Organizational Commitment	133
5.7	Impact of work-life balance on Family satisfaction	134
5.8	Overall Family Satisfaction	135
5.9	Correlation between Work-life balance and Family Satisfaction	136
5.10	Impact of Work-Life Balance on Employee Performance	137
5.11	Overall Employee Performance	139
5.12	Correlation between Work-life balance and Employee performance	139
5.13	Individual Coping Strategies	140
5.14	Overall Coping Strategies	143
5.15	Correlation between Work-life balance and Coping Strategies adopted by women	144
5.16	Legislative Provisions Enabling Work-Life balance	144
5.17	Overall Legislative Provisions enabling Work-Life Balance	147
5.18	Correlation between Work-life balance and Legislative Provisions	147
5.19	Showing Glass Ceiling	148
5.20	Overall Glass Ceiling	150
5.21	Correlation between Work-life balance and Glass Ceiling	150
7.1	Hypotheses Test Results	165

LIST OF FIGURES

FIGURE NO.	TITLE	PAGE NO.
1.1	Working Hours Model Proposed by Alam et al. (2009)	12
1.2	Career Progression Model by Asiedu – Appiah Et. al. (2014)	13
1.3	Emotional Exhaustion model by Yavas Et. al. (2008)	14
1.4	Work Commitment model proposed by Azeem and Akhtar (2014)	15
1.5	Job Satisfaction Model by Nikkhah, Et. al. (2013)	16
1.6	Benefits of Work-Life Balance Practices	38
3.1	Proposed Work-Life Balance Model for Women Teachers of State Universities	85
4.1	Components of Individual factors and Work-Life Balance: Regression Analysis	114
4.2	Components of Family factors and Work-Life Balance: Regression Analysis	120
4.3	Components of Organizational factors and Work-Life Balance: Regression Analysis	125
6.1	Results of the proposed model for work-life balance for Women teachers of State Universities of Karnataka	152
6.2	Socio-Demographic Variables affecting Work-life Balance- Sub Model	154
6.3	Challenges Faced by Women teachers of state universities of Karnataka- Sub Model	155
6.4	Impact of work-life balance on job satisfaction, Organizational commitment, Family Satisfaction, and Employee performance- Sub Model	156
6.5	Influence of Individual Practices & strategies and Legislative provisions on work-life balance- Sub Model	157
6.6	Relationship of the Glass-Ceiling on work-life balance- Sub Model	158

PREPHASE

A STUDY ON WORK LIFE BALANCE AND GLASS CEILING FACED BY WOMEN EMPLOYEES IN EDUCATION SECTOR

1. INTRODUCTION

Work-Life Balance (WLB) involves the interaction between the commitments for the paid work with any organization and the unpaid work responsibilities of the family, community and personal development. Work-life has become a major issue faced by employed women in daily life. The level of balance maintained in this regard varies from women to women. Work-Life Balance drastically impacts on the decision making, productivity and administrative capacity of all types of workers including skilled and unskilled employees at all levels. Generally, the social, economic and demographic factors have intensively influenced the personal and professional lives of women. Work-Life Balance is not of recent origin. The Industrial Revolution introduced during the second half of the eighteenth Century have brought in changes in the employment scenario and the working environment introduced a new interpretation of the concept of Work-Life Balance. The topic gained momentum over the years with the advancement of women into the corporate world when social expectations continued with the view that women are constrained majorly to family commitments. The stereotyped social stigma that men have the sole right to work outside and women to take up family care along with household chores have curtailed women from excelling in her concerned career. Work-Life Balance is creating a productive work culture to reduce the imbalance caused between the work and other parts of people's lives. It is considered to be the combination of appropriate employment opportunities, supporting organizational systems and supportive management. It creates the right combination of participation in paid work governed based on working conditions with the other aspects of the personal lives of employees. In a more generally held view work-life balance is the flexible work strategies to achieve a proper balance between Work and Personal Responsibilities. Widespread education and industrialization have intensified the competition and economic sustainability has become a challenge putting pressure upon all the family members to work to augment income. In this regard, the need to maintain congenial working conditions where employees could able to balance work with their individual

requirements has become an important factor for the organizations to retain its efficient workforce and to improve organizational productivity. Globalization and changing trends in employment have redefined the work as pleasure and passion. Along with the problem of Work-Life Balance faced by women they are also the victims of “Glass Ceiling” which is known to be the unseen barriers that prevent women from climbing the ladder of hierarchy in the profession. Despite the entry and participation of women in varied professions and making their presence felt in varied fields, they are deprived of opportunities to excel in many professions. Moreover, the access for women to higher levels of organizations are limited in the male-dominated society causing under-representation to women at higher levels of hierarchy. With the increase in the number of women employees in the educational sector, the concept of work-life balance and glass ceiling is becoming a more relevant branch of study in twenty-first century.

2. RESEARCH BACKGROUND

Research shows the importance of work-life balance since it is related to the psychological wellbeing of an employee and also overall harmony in life. Work-Life Balance is contentment and good working at work and home with a minimal role clash. Work-life Balance has also been expressed as a person’s ability to meet family and work commitment as well as non-work responsibilities and other activities. These definitions for work-life balance indicate creating an acceptable situation of work and life. The majority of the studies on work-life balance have defined work-Life balance in the aspect of the level of work-life conflict. Before the emergence of industries and the growth of economies, families were primarily involved in the production of their consumption. In the later years with the increase in industrialization and the growth in the market economies more workplaces were created outside the homes and organizations became in charge of production. Because family and work are separate and since traditionally men assumed the breadwinner’s role and women assumed the homemaker’s role researchers in the early stages considered as if work and family systems functioned independently. Studies on work and family showed an open systems approach wherein researchers felt that events and activities at the workplace affected events and activities at home and vice versa. ‘Spillover theory’ which is an example of an open system approach proposed that even though there are boundaries between Family and work, behaviors and emotions in one area will carry over to other

areas. In complimentary to spillover theory is Compensatory theory which says that there exists an inverse relationship between family and work. Here people attempt to make up for what that is missing in the other by making differing investments. Individuals whose family life is unsatisfying will try to carry out work activities that give them satisfaction and vice versa. Spill over and compensatory theory though proposed that work and family are interdependent were of limited use since it did not adequately predict, explain and solve the problems faced by individuals while balancing home and work responsibilities. Work/family border theory was thus developed as a remedy to overcome the gaps of previous theories. This theory explains how individuals manage the work and family areas and borders between them to maintain balance. Work-life balance is an indicator of the role in family and role in the workplace. Work /Family border theory explains the complex interaction between border crossers, humans transiting between family and work systems, prediction as to when the conflict will occur and has 'given a framework to attain work-life balance. The changes taking place in the Indian Economy is resulting in changes in the role of women from customary to rationalized culture has influenced women to enter into the workforce to support the family by maintaining a positive equilibrium between work and life. Previous research has stated that competition has driven organizations to be more responsive to changes by making employees more flexible, acclimatized and responsive to changes such as stretched work hours, workload and Job Stress. These changes affect domestic chores, family responsibility, child and eldercare resulting in inefficiency to fulfill family obligations. The relationship between work and family-related conflict has been studied among employees working in different establishments such as Hotels, Hospitals, Security firms, Software firms, and construction. Studies specifically have shown that the work-family conflict is connected to Reduced job Satisfaction, Increased employee turnover, low employee performance, and reduced employee commitment. Developing individual and organizational work-life balance strategies exhibited better well-being, health conditions and achieved work-life balance than those do not practice. The literature recognizes that employee well-being and health can be affected by many reasons such as work stress, level of job control by individual employee, work and family conflict and also the absence of organizational support along with demographic variables such as age and also gender. These studies show the connection between an individual's well-being and the ability to manage work-life

conflict and work-life policy support. Moreover, women have enormous potential to provide to the organization and recent literature shows that women leaders are linked with great innovation, profitability, better consumer outreach and better records in corporate social responsibilities. Women in higher ranks also increase chances for women in lower ranks reducing overall gender discrimination. In spite of this women still, remain considerably underrepresented in leadership positions. In India growth of Higher education institutions has been rapid with the growth of the economy. India has experienced an increased number of private and public universities, an increase in the number of diversified courses in all fields', extreme growth of student enrolment and also increase in the usage of web-based teaching. This increasingly high demanding environment has resulted in increased complexity of the academic work among university academic staff. The traditional role of universities was based on teaching, research and service or administration, where the primary emphasis was on teaching and research and administration was considered secondary. Now universities have been regarded as the place of "Knowledge society" which has reflected on the increased workload, expectations for measurable outputs of faculties, overall performance accountability and responsiveness towards societal and student needs. University faculties are said to be facing increasing challenges by increased workload and accountability. Research carried on in academic workloads has shown the increase of academic work as well as maintaining a balance between teaching and research since the government has embraced performance as a component for funding research budget for higher education. Studies have also shown the impact of increasing demand in higher education on stress and the work-life balance of staff. These changes illustrate the complexity of the academic area in an ever-increasing and demanding environment. Universities are the largest 'knowledge-based' institutions in the given region which are insisted by the industries and policymakers to transform their traditional roles which includes teaching and research by including an additional crucial role in economic regional development. This tells us that University academics or studies are expected to help economic regeneration by spreading their expertise and knowledge through industry-linked partnerships. Nevertheless, each party i.e Government, University Management, policymakers, and society should understand that too many demands on the university staff can result in vagueness in terms of academic roles and can lead to a work conflict. Lack of role clarity results in role ambiguity and conflict which has a definite impact on the

achievement of personal goals as well as organizational goals. This results in employee anxiety, dissatisfaction and also organizational ineffectiveness. Multiple roles at the workplace by university academics along with pressure from organization and community are considered to be a significant factor that influences their state of work-life balance which in turn triggers their professional attitudes such as Job satisfaction, Organizational commitment and decision to leave the organization. Thus the present study concentrates on the Education sector with special reference to state Universities of Karnataka.

The review of the literature has provided several insights into the concept of work-life balance and Glass ceiling. The inference taken from the previous studies is that work-life balance and glass ceiling is a very important concept in all sectors, particularly in the Education sector. It has been observed in various studies that there is a linkage between work-life balance and the overall growth of Individuals and the sustainability of the organizations. This research is an attempt to study the work-life balance and glass ceiling among women teachers of state universities in Karnataka. A study of this nature has not been identified especially in the state universities in the review of the literature. This study would further provide adequate information if socio-demographic variables influence work-life balance. It is an attempt to identify if these variables influence work-life balance in state universities of Karnataka. Karnataka being a hub for the education sector and people of this state have their distinct characteristics. This study thus is an attempt to determine the work-life balance and glass ceiling levels in this sector. The research has further attempted to identify the association and influence of challenges on work-life balance, its impact on Job satisfaction, Family satisfaction, Organizational commitment and employee performance, coping strategies, Legislative and Legal provisions enabling work-life balance and proceed towards a predictive model. Since a study of this nature has not been identified in the state of Karnataka concerning this sector, this study will add value to the knowledge of work-life balance and glass ceiling theoretically and would be useful in bringing balance in the life of individuals and universities.

3. SCOPE OF THE STUDY

The Research design is exploratory and descriptive in nature. This research aims to understand the various issues, opportunities, and challenges connected with Work-

Life Balance and Glass Ceiling faced by the women employees working in the Education sector in the state of Karnataka and to develop a predictive model on work-life balance. The theoretical framework of the study attempts to identify various challenges that influence work-life balance. The challenges that influence work-life balance can be categorized under three heads namely individual, family and organizational. The impact of work-life balance on job satisfaction, Organizational Commitment, Family Satisfaction, and employee performance has also been identified. Coping strategies or the practices adopted by women to maintain the work-life balance have been considered. The existence of the Glass ceiling and its relationship with work-life balance is identified in the study.

4. OBJECTIVES OF THE STUDY

By considering the concepts of Work-Life Balance and Glass Ceiling of Women faculties in state Universities of Karnataka, objectives set forth for the study may be broadly be stated as below.

1. To analyze the Socio-Demographic status of the respondents and its influence on Work-Life Balance
2. To measure the work-life balance among Women teachers of State Universities in Karnataka.
3. To review the challenges faced by women in maintaining a work-life balance.
4. To find out the impact of work-life balance on job satisfaction, Organizational commitment, Family Satisfaction, and Employee performance.
5. To identify the practices and strategies towards maintaining a work-life balance.
6. To identify the Legislative provisions enabling work-life balance.
7. To measure the existence of the Glass Ceiling and its Relationship with work-life balance.
8. To Provide suggestions enabling women employees to maintain work-life balance and reduce Glass ceiling.

5. HYPOTHESES OF THE STUDY

Based on the above objectives following Hypothesis have been formulated:

- ❖ H₁1: There is an association between Demographic variables and work-life balance.
- ❖ H₁2: There is a relationship between challenges faced by women and work-life balance.
 - H₁2 (a): There is a relationship between challenges due to Individual factors and Work-life Balance
 - H₁2 (b): There is a relationship between challenges due to Family factors and Work-life Balance.
 - H₁2 (c): There is a relationship between challenges due to Organizational factors and Work-life Balance.
- ❖ H₁3: Work-life balance has an impact on Job Satisfaction
- ❖ H₁4: Work-life balance has an impact on Organizational commitment
- ❖ H₁5: Work-life balance has an impact on Family satisfaction
- ❖ H₁6: Work-life balance has an impact on Employee Performance
- ❖ H₁7: There is a relationship between work-life balance and coping strategies adopted by women
- ❖ H₁8: There is a relationship between work-life balance and legislative and judicial interventions
- ❖ H₁9: There is a relationship between the Glass ceiling and Work-life balance.

6. DATA SAMPLE AND METHODOLOGY

6.1 Sources of Data and Period of study:

The study focuses on primary as well as secondary data. Primary data is collected with the help of the Questionnaire method. To identify the relationship between Challenges such as Individual, Family and Organizational and work-life balance, as well as impact of work-life balance on Job Satisfaction, Organizational commitment, Family satisfaction and employee performance, coping strategies adopted by respondents, Legislative and Judicial intervention, existence of glass ceiling and its relationship with work-life balance the validated questionnaire is designed based on extensive Literature review. The structured questionnaire has been distributed to women teachers of State Universities of Karnataka who had the designations of Assistant Professor, Associate Professor, and Professor. The secondary data is

derived from Journals, Books and Published University databases on the internet, etc. The study period is from 2010- 2019.

6.2 Sampling:

We have considered state universities listed by the University Grants Commission, a statutory organization of the Government of India which coordinates, determines and maintains standards of teaching, examination and research in the university Education in the year 2016-2017. We have selected 27 State universities based on the following criteria:

- The universities are listed by University Grants Commission.
- The Universities must have their domicile in Karnataka
- Only State Universities are selected for the study
- The universities must have class on the main campus

Based on the above criteria, the following Universities are selected:

Akkamahadevi Women's University, Bangalore University, Bengaluru Central University, Bengaluru North University, Davangere University, Gulbarga University, Kannada University, Karnataka State Law University, Karnataka State Open University, Karnataka University, Karnataka Veterinary, Animal and Fisheries Sciences University ,Karnataka Folklore (Janapada University)University, Karnataka Sanskrith University , Karnataka State Rural Development and Panchayath Raj University, Karnataka State Dr. Gangubhai Hangal Music and Performing Arts University, Kuvempu University, Mangalore University , University of Mysore, Rani Channamma University, Belgaum, Tumkur University, University of Agricultural Sciences, Bangalore, University of Agricultural Sciences, Dharwad, National law school of India University, University of Agricultural Sciences, Raichur, University of Horticultural Sciences, Bagalkot, Vesveswaraiah Technological University, Vijayanagara Sri Krishnadevaraya University.

The data is collected from 530 respondents from the sample universities. The entire population is considered for the study. Hence sampling technique is not applicable. When the questionnaires were thoroughly checked, 57 questionnaires were half-filled 51 were not returned and therefore, these questionnaires are excluded from the study.

A final 422 sample respondents were included for further analysis. The above-discussed variables are hypothesized in the proposed model and examined the relationship by using descriptive statistics, Karl Pearson correlation coefficients, Fisher's exact test, and backward regression analysis. The response was collected for each component by using a 5-point Likert scale (1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree). The reliability and validity of the questionnaire are examined Cronbach alpha coefficient test. Overall the questionnaire has 74 items with five variables. A pilot study is carried out for a sample size of 53.

From the pilot study, it was found that the scale used in the study is appropriate and reliable. The result of the pilot study is presented in the reliability test section. Descriptive analysis is done to know the nature and spread of the data. The Chi-square test and Fishers Exact test is used to know the relationship between demographic variables and work-life balance. Multiple regression analysis is also used to assess the impact of Individual factors, Family factors and organizational factors on work-life balance. In regression analysis, the work-life balance is the dependent variable and challenges such as Individual factors, Family factors, and organizational factors are the independent variables. Further, to know the relationship, the Karl Pearson correlation coefficient technique is used.

7. CHAPTER SCHEME

This study is organized in seven chapters. The description of each chapter is presented below:

Chapter 1: Conceptual Framework on Work-life Balance and Glass ceiling

This chapter discusses approaches to define Work-life Balance, theories on work-life Balance, work-life Balance Models, Challenges faced by women employees, effects of work-life imbalance, Definition of the glass ceiling, strategies to cope with work-life Imbalance are discussed.

Chapter 2: Review of Literature

This section presents the literature into six parts. In the first part, literature related to demographic variables and work-life balance is presented. In the second part, Family-related variables and work-life balance are stated. In the third part, work-related variables and work-life balance are studied. In the fourth part, work-family conflict

and work-life balance related literature are reviewed. Work-life balance and Job stress and Job Satisfaction are studied in the fifth part. Literature related to the Glass ceiling is presented in the sixth section.

Chapter 3: Research Design

The first chapter deals with the research design of the study. The design includes an introduction, statement of the problem, objectives of the study, and hypotheses of the study, data sample and methodology, sampling, result of reliability test, the proposed model for the study, the scope of the study, limitations of the study.

Chapter 4: Result and Discussion –Part I

Relationship of Socio-Demographic variables, Level of work-life balance, Association between socio-demographic variables and work-life balance and Challenges faced by Respondents

This chapter discusses the association Socio-demographic variables and work-life balance, the level of work-life balance and the challenges faced by women faculties under three domains such as Individual factors, Family Factors, and Organizational factors through descriptive analysis, Karl Pearson correlation coefficient and regression analysis are discussed.

Chapter 5: Result and Discussion- Part II

Impact of Work Life Balance, Coping Strategies, Legislative and Judicial Provisions and Glass ceiling

This chapter also includes the discussion of the mean score and the impact of work-life balance on job satisfaction, Organizational commitment, Family satisfaction, and employee performance. This chapter also discusses the level of Individual practices and strategies adopted by women and the level of Legislative and Judicial Provisions enabling work-life balance. Discussion of the existence of the glass ceiling and its relationship with work-life balance is also done here. The results of descriptive statistics, Karl Pearson correlation coefficient is discussed.

Chapter 6: Results of the Proposed Model

The results of the proposed model for work-life balance and the sub-model for the demographic variables, challenges, Impact, coping strategies, Legislative and Judicial Provisions and Glass ceiling faced by women faculties are discussed in this chapter.

Chapter 7: Findings and Conclusion

In this chapter, we sum up our study by discussing the major findings of the fourth, fifth, and sixth chapter. The conclusions are drawn based on findings and suggestions.

References

This includes the references made in the study derived from secondary data that helps in identifying, formulating and solving the research problem.

Annexure

It incorporates a survey confined for the study, factors name, reliability statistics, the discriminant scores of the given information, drafted Questionnaire and values for the given set of information.

8. MAJOR FINDINGS

The results from the Chi-Square test indicates that the demographic variables such as Age, Residence type, Dwelling place, Income (Monthly), Qualification, Department, Total Experience, Experience in the present college, Hours worked per day, Family type, Family Size, Number of Dependents, Number of Children, Age of Children have a significant relationship with work-life balance. In the second research question, the study explores the level of work-life balance among University women teachers. The level is examined by using descriptive statistics. Overall Respondents had a Moderate level of Work-Life Balance. In the third research question, the study explores the challenges faced by women in maintaining work-life balance under three domains such as Individual factors, Family factors, and Organizational Factors. Overall respondents had moderate levels of challenges due to individual factors, Family Factors, and Organizational factors. Among 8 components backward regression analysis resulted in 6 significant components affecting work-life balance. Among 8 components backward regression analysis resulted in 5 significant components affecting work-life balance. Among 6 components backward regression analysis resulted in 5 significant components affecting work-life balance. In the fourth research question, the study explores the Impact of Work-Life Balance on Job Satisfaction, Organizational Commitment, Family Satisfaction, and Employee

Performance. Overall respondents had a high level of Impact of work-life Balance on Job Satisfaction. Overall respondents had a high level of organizational commitment. Overall respondents had a high level of family satisfaction. Overall respondents had a high level of employee performance. In the Fifth part of the study shows the level of Individual coping practices and strategies adopted by women in maintaining Work-life balance. This was identified using 10 questions. Overall respondents had Moderate levels of Coping. In the sixth part of the study Legislative and judicial provisions enabling Work-life balance were measured using 6 questions. Overall respondents showed moderate levels of legislative and judicial intervention. In the seventh part of the study, the existence of the glass ceiling and its Relationship with work-life balance was measured. Overall respondents expressed a moderate level of existence of Glass Ceiling.

9. RESULTS OF HYPOTHESIS TESTING

H₁1: There is an association between Demographic variables and work-life balance- Hypothesis 1 is accepted.

H₁2: There is a relationship between challenges faced by women and work-life balance.

Sub Hypothesis:

H₁2 (a): There is a relationship between challenges due to Individual factors and Work-life Balance- Sub Hypothesis 2(a) accepted

H₁2 (b): There is a relationship between challenges due to Family factors and Work-life Balance- Sub Hypothesis 2(b) accepted

H₁2 (c): There is a relationship between challenges due to Organizational factors and Work-life Balance – Sub Hypothesis 2(c) accepted

H₁3: Work-life balance has an impact on Job Satisfaction- Hypothesis 3 accepted

H₁4: Work-life balance has an impact on Organizational commitment- Hypothesis 4 accepted

H₁5: Work-life balance has an impact on Family satisfaction -Hypothesis 5 accepted

H₁6: Work-life balance has an impact on Employee Performance - Hypothesis 6 accepted

H₁7: There is a relationship between work-life balance and coping strategies adopted by women-Hypothesis 7 accepted

H₁8: There is a relationship between work-life balance and legislative and judicial interventions- Hypothesis 8 accepted

H₁9: There is a relationship between the Glass ceiling and Work life balance- Hypothesis 9 accepted

10. CONTRIBUTION OF THE RESEARCH TO SOCIETY

Since the study has revealed the moderate level of work-life balance and glass ceiling among women teachers of State Universities of Karnataka, it is a message to the educated women wanting to build up their career along with giving importance to their individual and family requirements to get into this sector. It has been observed that the number of women teachers in these universities are less compared to Male teachers indicating scope for creating awareness among women as an opportunity in this field.

11. FUTURE SCOPE OF RESEARCH:

Even though the sampling size is acceptable, further studies can be done by increasing the sample size by including Central Universities, private universities and deemed to be universities to see the change in the results of the study. This will improve the universality of the findings. The researchers can take Universities outside Karnataka state as a sampling frame to study the work-life Balance and Glass ceiling. A comparative study related to Work-life balance between Private and Public universities can be studied. The further study can be undertaken on Job stress, Work-Life Balance among working Men and their effects on productivity and job satisfaction.

CONTENTS

TITLE	PAGE NO
CERTIFICATE	I
DECLARATION	II
ACKNOWLEDGEMENT	III
LIST OF TABLES	IV
LIST OF FIGURES	VI
PREPHASE	VII
CHAPTER 1- CONCEPTUAL FRAMEWORK ON WORK-LIFE BALANCE AND GLASS CEILING	1- 44
1.1 Introduction	1
1.2 Evolution of Work-Life Balance	6
1.3 Definitions of Work-Life Balance	7
1.4 Theories of Work-Life Balance	8
1.4.1 Spill over	8
1.4.2 Compensation	9
1.4.3 Enrichment	9
1.4.4 Congruence	9
1.4.5 Segmentation	10
1.4.6 Facilitation	10
1.4.7 Integration	10
1.4.8 Ecology	11
1.4.9 Inter-Role Conflict	11
1.4.10 Work-Family Border Theory	11
1.5 Models of Work-Life Balance	12
1.5.1 Working Hours Model	12
1.5.2 Career Progression Model	13
1.5.3 Emotional Exhaustion Model	14

1.5.4 Work Commitment Model	15
1.5.5 Job Satisfaction Model	15
1.6 Work-Life Balance Practices	16
1.6.1 Legislative and Policy Framework	18
1.6.2 Recent Development and Practices	24
1.7 Factors Influencing Work-life Balance	28
1.8 Significance of Work-Life Balance for Women	33
1.9 Benefits of Work-Life Balance	35
1.9.1 Benefits to the Employees	35
1.9.2 Benefits to the Organization	36
1.10 Prospects of Work-Life Balance	37
1.11 The Barriers or Challenges to the Work-Life Balance	38
1.12 Impact / Consequences of Work-Life Imbalance	39
1.13 Glass Ceiling	40
1.13.1 Concept of Glass Ceiling	41
1.13.2 Definitions of Glass Ceiling	42
1.13.3 History of Glass Ceiling	43
1.13.4 Levels and types of Glass Ceiling barriers in Career Progression	44
CHAPTER 2 - REVIEW OF LITERATURE	46 - 65
2.1 Introduction	46
2.2 Work-Life Balance	46
2.3 Socio- Demographic Variables and Work-Life Balance	55
2.4 Family Associated Variables and Work-Life Balance	57
2.5 Work Related Variables and Work-Life Balance	58
2.6 Work-family Conflict and Work-Life Balance	60
2.7 Work-Life Balance, Job Stress, and Job Satisfaction	63
2.8 Glass Ceiling	65

CHAPTER 3 - RESEARCH DESIGN	69 - 86
3.1 Introduction	69
3.2 Theoretical Framework of the Study	73
3.3 Scope of the Study	77
3.4 Objectives of the Study	77
3.5 Hypothesis of the Study	78
3.6 Research Methodology	79
3.6.1 Sample Design	79
3.6.2 Population and Sample Frame	79
3.6.3 Inclusive Criteria	81
3.6.4 Exclusive Criteria	81
3.7 Sources of Data	81
3.7.1 Primary Data	81
3.7.2 Secondary Data	81
3.8 Design of the Questionnaire	81
3.9 Tools and Techniques Used in the Study	83
3.10 Reliability Test	83
3.11 Proposed Model of the Study	85
3.12 Limitations of the Study	86
3.13 Chapter Scheme	86
CHAPTER 4 - RESULTS AND DISCUSSION- PART I	89 - 123
4.1 Introduction	89
4.2 Socio-demographic details	89
4.2.1 Socio-Demographic variables- Age, Residence type, Dwelling place, Income (Monthly) and Qualification	90
4.2.2 Socio-Demographic variables- Department, Designation, Total Experience, Experience in the present college and Hours worked per day	91
4.2.3 Socio-Demographic variables- Marital status, Nature of Family, Parent Responsibility, Family Size, Number of dependents, Number of	93

children and Age of Children	
4.3 Measuring Work-Life Balance	94
4.3.1 Level of Work-Life Balance	98
4.4 Association of Socio-Demographic Status with Work-Life Balance	99
4.5 Challenges Faced by Women	109
4.5.1 Individual Factors	109
a. Assessment of Challenges due to Individual Factors on Work-Life Balance	109
b. Measuring Overall Challenges due to Individual Factors	112
c. Testing the Hypothesis	112
d. Regression Analysis: Impact of Individual Factors on Work-Life Balance	113
4.5.2 Family Factors	115
a. Assessment of challenges due to Family factors on Work-life balance	115
b. Measuring Overall Challenges due to Family Factors	117
c. Testing the Hypothesis	118
d. Regression Analysis: Impact of Family Factors on Work-Life Balance	118
4.5.3 Organizational Factors	120
a. Assessment of Challenges due to Organizational Factors on Work-life balance	120
b. Measuring Overall Challenges due to Organizational factors	122
c. Testing the Hypothesis	123
d. Regression Analysis: Impact of Family Factors on Work-Life Balance	123
CHAPTER 5- RESULTS AND DISCUSSION- PART II	126 - 150
5.1.1 Job Satisfaction	126
a. Assessment of the Impact of work-life balance on Job Satisfaction	126
b. Measuring overall Job satisfaction	128

c. Testing the Hypothesis	129
5.1.2 Organizational Commitment	129
a. Assessment of the Impact of work-life balance on Organizational Commitment	129
b. Measuring Overall Organizational Commitment	132
c. Testing the Hypothesis	132
5.1.3 Family Satisfaction	133
a. Assessment of the Impact of Work-Life Balance on Family Satisfaction	133
b. Measuring overall Family Satisfaction	135
c. Testing the Hypothesis	135
5.1.4 Employee Performance	136
a. Assessment of the Impact of Work-Life Balance on Employee Performance	136
b. Measuring Overall Employee Performance	138
c. Testing the Hypothesis	139
5.2 Individual Practices and Strategies	139
a. Assessment of Individual Coping Strategies	140
b. Measuring Overall Individual Practices and Strategies	143
c. Testing the Hypothesis	143
5.3 Legislative Provisions Enabling Work-Life Balance	144
a. Assessment of Legislative Provisions	144
b. Measuring Overall Legislative Provisions enabling work-Life Balance	146
c. Testing the Hypothesis	147
5.4 Glass Ceiling	148
a. Assessment of the Glass Ceiling	148
b. Measuring the Glass Ceiling	149
c. Testing the Hypothesis	150

CHAPTER 6- RESULTS OF THE PROPOSED MODEL	152- 158
6.1 Introduction	152
6.2 Model of Work-Life Balance for Women Teachers of State Universities of Karnataka	152
6.3 Sub-Model for Association of Socio-Demographic variables with Work-Life Balance	154
6.4 Sub-Model for Challenges Faced	155
6.5 Sub-Model for Impact of Work-Life Balance	156
6.6 Sub-Model for Individual Coping Strategies and Legislative Provisions	157
6.7 Sub-Model for Relationship Between the Glass Ceiling and Work-Life Balance	158
CHAPTER 7- FINDINGS AND CONCLUSION	159- 169
7.1 Socio-Demographic Variables and Work-Life Balance	159
7.2 Level of Work-Life Balance	159
7.3 Challenges Faced by Women in Maintaining Work-Life Balance	160
7.3.1 Challenges due to Individual Factors	160
7.3.2 Challenges due to Family Factors	161
7.3.3 Challenges due to organizational factors	161
7.4 Impact of Work-Life Balance on Job Satisfaction, Organizational Commitment, Family Satisfaction, and Employee Performance	162
7.4.1 Job Satisfaction	162
7.4.2 Organizational Commitment	162
7.4.3 Family Satisfaction	163
7.4.4 Employee Performance	163
7.5 Individual Practices and Strategies	164
7.6 Legislative Provisions Enabling Work-Life Balance	164
7.7 Glass Ceiling	165
7.8 Summary of Hypothesis test	165

7.9 Results of the Proposed Model	167
7.10 Conclusion	168
7.11 Suggestions	169
7.12 Scope for Future Research	169
REFERENCES	170
ANNEXURE: QUESTIONNAIRE	188
PLAGIARISM REPORT	195
CURRICULUM VITAE	196
PUBLICATIONS	197

CHAPTER 1

CONCEPT OF WORK-LIFE BALANCE AND GLASS CEILING

1.1 Introduction

The dynamics of the Industrial Revolution have given rise to the concept of work-life balance. Laborers classified their lives into 'in work' and 'outside work'. Work was not lead at home and domestic undertakings were not led at work. Again the employees' point was to limit work and make the most of 'life'. This has resulted in thinking over the years regarding maintaining a balance between work and life. The awareness of work-life parity depends on the thought that paid work of an employee and individual life ought to be considered less to be contending needs than as integral components of a full life. The best approach to achieve this is to adopt a methodology that is "conceptualized as a two-way procedure including a thought of the necessities of workers just as those of managers. In a significant part of the discussion about work-life balance, there is a free utilization of language. In a faultless world, one needs to characterize work and life cautiously. In basic terms, "work" is regularly thought about in this setting as including paid business while "life" incorporates exercises outside work [1]. Since the 1930s the organizations of the world rehearsed the expression "Work-Life Balance", however, it really appeared in 1986 onwards. The association's drafted strategies with a thought process to give adaptability to workers to deal with their own issues and family issues, so as to have expanded execution as the yield from representatives. At the point when there will be legitimate harmony among work and home in the life of representative, at that point and after that WLB is said to be practiced. In this manner, need is there to have such an instrument whereby the irregularity between the requests from the work and non-work (family) can be wiped out and whatever contentions emerges can be settled down genially. Work-Life Balance does not refer to equivalent equalization. Every individual's work-life parity will change after some period, frequently consistently. What is a correct equalization today may not be tomorrow? The perfect adjust likewise contrast when one is single and one gets hitched and when he/she has kids. When one begins another vocation versus when one is approaching retirement acquires changes work-life balance there is no balance that one ought to strive at [2]. There is an affirmation of the way that individuals entering the workforce today are laying accentuation on the significance

of Work-life balance much more than their forerunners. Disregarding this, the degree to which this parity is being accomplished is far not as much as what is wanted. Truth be told, investigates infer that graduates are being drawn into circumstances where they require to work for dynamically longer hours thus experience an inexorably inadmissible harmony between home, family and work-life. A working woman can't separate her own life and family life. As both of these are corresponded and requires a great deal of consideration. The necessity to study between linkages becomes even more significant with the expanding figure of women entering the formal work showcase. The very actuality that they leave home to work in an open area represents a wide range of pulls and pushes upon home life which incorporates their work to be kept up at home and also the family. Plenty of research has been led to discover the effect of occupation outside the home on the home life and the other way around or to comprehend the connection between the two. Scientists have been underscoring the contention between the home and office life of a woman because of work outside the home.

Today, the work is probably going to attack our own life and the upkeep of the work-life equalization isn't so basic. 10 years in back, representatives have used to have fixed the long periods of work or rather a work of 9 to 5 from Monday to Friday. The fringe among work and home has vanished with time. The appearance of globalization makes the general population of a nation to another work appropriately; the idea of working time fixed is vanishing. Rather than only 7 or 8 hours of the day, individuals go through as long as 16 hours all day in power. The endowments in innovation, for example, email, content informing and mobile phones which have been considered as the instruments to associate with their work to be away from their work environment, have viably coordinated their own and expert lives. Regarding the strain and business related to the weight acting in the family and makes a difference it is hard to discover harmony among work and individual lives. Expert working in the BPO ventures, chiefs, specialists, medical caretakers, Bank staff and IT experts - this is only a couple of models, which are looked with the brunt of the danger of all time. Today ventures have understood the significance of the Work-Life equalization of their staff. Associations should set up arrangements for the support of the equalization of life. They are gathered in the imaginative strategies to keep up their staff is upbeat and fulfilled, on the grounds that it disentangles the administration of the best work

environment, just as a positive effect on the profitability of staff. The amplification importance of two ideas takes us in the best methods for harmony among Enjoyment and accomplishment. Accomplishment means get done with something with progress, particularly after new endeavors or the receipt of what one needs. Delight does not mean the joy, however, it raises the pride, fulfillment, bliss, the banquet, loves a feeling of prosperity and all the delights of life. Accomplishment and delight are the different sides of the coin an incentive throughout everyday life. We can't have one without the other. Attempt to carry on with the real existence of just one side is the reason both of "progress" individuals are troubled or not so upbeat as they should be. The term 'work-life balance' portrays the security between obligations and requirements at workplace and also the duties outside work. Having a work-life equalization infers that this strength is in the correct situation for the individual concerned. For certain individuals, it means investing more energy at work and less time at home, while for other people, it means guaranteeing that work in maintaining the business does not infringe on the time required for different duties.

The work-life parity is a type of illustration, yet a similitude for what? In the English "balance" is a word with a mind-boggling assortment of implications. As a thing, parity is an equalization, a gauging gadget; it is additionally the guideline of rigging in tickers. In the event that we utilize the parity, and afterward, the parity happens when there is an "equivalent dispersion of the weight or volume" however this postures issues of work-life balance since the different sides can be substantial or extremely light. Likewise, the sort of work-life-balance mentioned by many must not infer equivalent weighting of the different sides. The equalization yet, in addition, has a feeling of the physical and mental that "the steadiness of the body or the brain" with the goal that suicide is in some cases authoritatively enlisted as end the life of an individual "despite the fact that the parity of the Spirit was aggravated".

Work-Life Balance requests harmony between a concerned individual's activity and individual life. Work-life equalization is an idea that supports the endeavors of representatives to part their time and vitality among work and the other significant parts of their lives. It is a day by day exertion to set aside the effort for family, companions, the support of the Community, otherworldliness, self-improvement, self-care, and other individual exercises, notwithstanding the prerequisites of the work environment. It incorporates the usage of strategies and of coordinated effort

understandings, which will help the laborers in joining work with different parts of their life. The key to work-life equalization will contrast contingent upon your field of work, family structure and funds. In any case, some work-life balance standards are all-inclusive: saying no, organizing, and banishing blame. Work-Life awkwardness likewise accompanies an alternate social point of view How to address the work-life unevenness in the lives of the women's work power. The general public throughout the years has perceived women' have to lawful and money related freedom. Women's work power presently establishes a huge level of absolute work power in any association today. Work-life parity is a worry for women, yet additionally for men who are worn out on passing up the remainder of life. Work-Life equalization alludes to the viable administration of different obligations at work, at home, and in different parts of life. It is an issue that is significant both to the associations and to representatives. The work-life parity is the capacity of an individual to satisfy their work and way of life of the duties with at least clash. As indicated by Wikipedia, the work-life parity is an expansive idea, including the pre-work between 'punch (profession and the Ambition) from one perspective and the "life" (Health, joy, amusement, family and otherworldly advancement) of the other. It is connected by increasingly broad terms, the parity of life: "The life and the equalization". Furthermore, individual life is thought to be exceedingly noteworthy which requests more attention [3]. The work-life parity centers around two primary perspectives called acknowledgment and delight. This implies a woman ought to have the option to have the activity fulfillment and simultaneously have the option to develop in her profession. At the point when a woman works' identity ready to accomplish and make the most of its own and expert life; this implies it has a constructive outcome the work-life balance. It indicates the ability to plan the long periods of expert and individual life to lead a good and tranquil life. It's anything but another idea. It accentuates the qualities, frames of mind and beliefs of women with regards to their age to work in organizing out and adjusting their individual and work life. WLB has an agreeable degree of contribution or 'fit' between the numerous jobs in an individual's life. In spite of the fact that definitions and clarifications change, the work-life offset is for the most part connected with balance or keeping up a general feeling of agreement throughout everyday life [4]. Work-Life Balance is certifiably not another idea. The adjustment in the example of work and the idea of the working environment after the mechanical upheaval in the second 50% of the eighteenth

century gave another measurement to the idea of Work-Life Balance. As time advanced, family units expanded. A later change was the blurring endlessly of the "perfect home" in which the acquiring part's life partner dealt with the home. With better open doors for instruction and business practices, today, most homes are ones in which the both the couples work with the need and the craving to increase salaries. The requirement to make friendly circumstances wherein individuals can offset work with their own needs and wants to be turned into a aspect that establishments needed to observe both to hold them just as to improve profitability. Having understood that, organizations began acquainting with plans to withdraw in and hold workers and improve their efficiency. Work-life equalization is the degree to which people are similarly engaged with and similarly happy with their job and their family job. David Clutter buck characterizes work-life balance as monitoring various requests on schedule and vitality, being able to settle on decisions in the designation of time and vitality, recognizing what esteems to apply to decisions, and settling on decisions. Work-Life Balance does not always mean an equal parity. Life is dynamic and not static. Every individual's work-life parity will shift after some time, frequently on the regular routine. The correct equalization for everyone today will presumably be unique in relation to tomorrow. The correct adjust contrast when one is single and will be distinctive when one gets hitched or has an accomplice or in the event that they have kids. When one begins another occupation versus when one is nearing retirement gets changes work-life balance. There is no ideal, one-size that fits all, a balance that one ought to take a stab at. Work-life parity is on the administration of our work duties with profession objectives and our obligations in the home and the entire of the network. In a perfect world, we might want to work 8 hours, have 8 hours for amusement, and the most recent 8 hours would be spent dozing, for example, the harmony between work, individual exercises, and self-governance. In any case, regarding genuine individuals working over 12 hours out of every day with a brief period for relaxation and rest. They work late and furthermore for office work at home at the end of the week. They need to invest more energy with their youngsters yet the weight of work is heartless. The expert and individual lives are interrelated and associated. The expert and individual life are two of a kind. The general population needs to settle on troublesome decisions, notwithstanding when their expert and individual life is a long way from equalization.

1.2 Evolution of Work-Life Balance

The starting points of the exploration of work and individual life can be followed back to the investigation of women with numerous jobs. Barnet and Baruch (1985) have contemplated the mental pain identified with the equalization of remunerations and the worries created by the different jobs of women as a paid laborer, spouse, and mother. They have discovered that the nature of a positive job - more rewards that worry about the involvement in a given job - was identified with low degrees of job over-burden, job strife, and uneasiness. In light of their exploration, Barnet and Baruch's job characterized the equalization as "rewards" is less worried about the score of the distinction which could be of the request of positive to negative qualities [4]. During the years 1960 and 1970, bosses considered as the work and the life, for the most part, an issue for the moms who have battled with the prerequisites of their employments and the training of kids. All through this period and until the center of the 1980s, the U.S. government has had the real effect on the ground, as confirmed by the Presidential Conference on Families, the law on segregation on the grounds of pregnancy, and the type of the Employment Survey. During the 1980s, the acknowledgment of the worth and the requirements of their colleagues, the associations of women of cutting edge, for example, Merck, Deloitte and Touche, and IBM started to change their arrangements, systems of inward work, and advantages. The progressions included maternity leave, the Employee Assistance Programs (EAP), adaptable hours, work at home, and referral for the consideration of youngsters. During the 1980s, the men additionally have started to express the worries of work-life. Toward the decade's end, the work-life equalization was viewed as in excess of an issue of women, which influences people, families, associations, and societies. The years 1990 has reinforced the acknowledgment of the work-life balance as a fundamental issue for all the world- women, men, the guardians, and the guardians, couples, and singles. This developing consciousness of the focal significance of the issue has offered to ascend to a noteworthy development endeavor to work arrangements life during this decade. Numerous examinations have demonstrated that the ages of the time of increased birth rates for new alumni are of word related decision as per their very own individual life, work, and societies. Tragically, in spite of the fact that the organizations embrace arrangements good to

the family, representatives and supervisors have not their execution. Huge numbers of the arrangements set up during the 1980s have not figured out how to significantly affect the majority of the representatives and directors in reality for the work-life balance and its outcomes.

However, the Americans have said feel significantly progressively over-burden with work and out of contact with their non-work lives more often than not. During the principal long periods of the twenty-first century, the baffling outcomes made human asset and work-life experts just as officials at all levels assess the situation. Karol Rose, writer of the destined to be distributed book *Work-Life Strategies*, remarks on these patterns in *Fortune Magazine's* third yearly work-life uncommon element incorporated into the October 2005 issue. She noticed that the Work-Life Leadership Council of the Conference Board, a social event of abnormal state-corporate HR and work-life experts, reached these inferences on thinking back throughout the most recent decade of efforts [6].

1.3 Definitions of Work-Life Balance

As indicated by Greenhaus and Beutell (1985) "Work-family strife is characterized as a type of job struggle described by the incongruence between duties of the home and working environment which are commonly contrary" [7]. An increasingly explicit definition has been received by Clark (2000) about Work-Life Balance is "fulfillment and great working at work and at home, with at least job strife" [8]. As indicated by Greenbatt (2002) WLB is characterized as "the nonattendance of an unsatisfactory degree of contentions among work and non-work requests" [9]. As per Greenhaus et al (2003) Work-Life balance as "the point to which an individual is likewise occupied with – and similar content with – his or her work job and family job" [10]. Frone (2003) presents a four-crease scientific classification of work-life balance, in which WLB is portrayed as "low degrees of between job struggle and abnormal amounts of between job assistance" [11]. As indicated by Greenhans and Allen (2006) Work-Life parity is "the degree to which a person's viability and fulfillment in work and family jobs are good with the person's life needs. As per Grzywacz and Carlson, (2007) Work-family parity is characterized "as the achievement of job-related desires that are arranged and shared between an individual and his or her job-related accomplices in the work and family areas" [12]. As indicated by Kalliath& Brough (2008) it tends to

be conceptualized as "the connection among institutional and social occasions and spaces of work and non-work in social orders where salary is prevalently produced and disseminated through work markets" [13]. As indicated by Gregory and Milner (2009) The idea 'work-life balance' takes into account a more extensive comprehension of 'non-work' everyday issues, consolidating laborers with differing family circumstances, giving an expanded degree to incorporate men, and considering overflow and smoothness among work and different everyday issues [14].

1.4 Theories of Work-Life Balance

The convergence of work and life research is on a very basic level tested by an absence of ordinarily settled essential language and key builds; no single winning structure or point of view is all around built up [15]. The scholastic assemblage of information with respect to work-life grant depends on an assortment of hypothetical structures, which incorporate overflow, pay, asset channel, advancement, compatibility, work-family conflict, division, and help, and biology speculations [16].

1.4.1 Spillover

Spill-over is a procedure whereby encounters in a single job influence encounters in the other, rendering the jobs all the more vague. Research has analyzed the overflow of state of mind, abilities, qualities, and practices beginning with one job then onto the next, in spite of the fact that the massive majority of this examination has concentrated on temperament overflow. The encounters coming about because of overflow can appear themselves as either positive or negative [16]. In the writing, overflow has likewise been named as speculation, continuation, augmentation, nature, and comparability. There are two translations of overflow (a) the positive relationship among life and work fulfillment and life and work esteems and (b) transference in the whole of aptitudes and practices between spaces, for example, when weariness from work is experienced at home or when family requests meddle with work requests. In an investigation of overflow, utilized experience testing philosophy to analyze the state of mind related overflow every day, finding proposed that working guardians in their example were bound to bring business-related state of mind home than they were to move family-related feelings to the work atmosphere [17-20].

1.4.2 Compensation

Compensation hypothesis refers to the endeavors proposed at contradicting negative encounters in a single space through expanded activities for positive encounters in another area. A model would be a disappointed specialist concentrating more on family than work, in this manner reallocating Human Resource [17]. Pay can be understood in two general classes: supplemental and receptive. Supplemental payment happens when positive encounters are lacking at work and are in this way sought after at home.

Responsive remuneration happens when negative work encounters are compensated for in positive home encounters [21]. At the end of the day, as per the remuneration hypothesis, there is a contrary connection between work and life, so laborers endeavor to fulfill voids from one area with fulfillment from the other. Likewise, it was found a compensatory connection between work and life jobs for utilized [22]. While other researchers turn away that women who experienced negative effects from family were progressively connected with their work, reliable with a remuneration story [23]. Resource Drain: Resource channel hypothesis alludes to the exchange of assets starting with one space then onto the next; in light of the fact that assets are constrained (time, cash, and consideration), accessible assets in the first area are diminished [16]. Assets can likewise be moved to different spaces that are not working and family-related, for example, network or individual interests [17].

1.4.3 Enrichment

Enrichment hypothesis alludes to how much encounters from instrumental sources (aptitudes, capacities, qualities) or full of feeling sources (state of mind, fulfillment) improves the nature of the other space [16]. Greenhaus and Powell (2006) characterized advancement as "the degree to which encounters in a single job improve the personal satisfaction in the other job" and announced that representatives see that their work and life jobs improve one another [24]. The term instrumental was utilized to describe this thought, which expresses that great work results lead to great life results and the other way around.

1.4.4 Congruence

Congruence hypothesis indicates to how extra factors that are not directly identified with work or family influence the equalization of various jobs. While overflow is an instant connection among family and work, coinciding qualities closeness through a

third factor, similar to character attributes, conduct styles, hereditary powers, and socio-social powers. In view of the coinciding hypothesis, a third factor, for example, knowledge or level of instruction could emphatically impact both work and life areas [17, 21, 25].

1.4.5 Segmentation

The segmentation hypothesis alludes to review work and life as discrete spaces that don't impact one another. The division has been utilized to depict the partition of work and life, to such an extent that the two jobs don't impact one another [17, 21, and 25]. Since the mechanical transformation, work and life have been inalienably independent by time, space, and capacity. Piotrkowski (1979) communicated this procedure as what happens when individuals effectively smother business-related contemplations, emotions, and practices in the existing area, and the other way around [26]. As this has been demonstrated never again to be valid and possibly never was, especially for female specialists, the division is currently alluded to as the dynamic procedure that individuals use to shape and keep up limits among work and family [27]. The writing likewise recommends the utilization of the terms compartmentalization, autonomy, separateness, withdrawal, and impartiality to portray this hypothesis turns away that a few people may effectively stifle business-related contemplations, sentiments, and practices while at home, and the other way around.

1.4.6 Facilitation

The facilitation hypothesis alludes to what happens when the investment in one space develops and upgrades the commitment in another area. This versatility of increase can include aptitudes, encounters, assets, and information assistance that happens in light of the fact that social frameworks normally use accessible intends to improve circumstances without respect for space confinements (Edwards and Rothbard, 2000) [17].

1.4.7 Integration

The integration hypothesis alludes to the all-encompassing perspective that a solid arrangement of adaptable and porous limits can all the more likely encourage and support work-life and net Work-Life areas. Morris and Madsen (2007) recognized that the coordination hypothesis best depicts the joining of extra logical components, for example, network, into the assortment of information with respect to work and life. Incorporation calls for contemporary understandings that retool conventional work-life standards, making all partners (businesses, laborers, and networks) dynamic

accomplices with equivalent voices in the arrangement of an all-encompassing model of work-life balance [16]. It was accepted that a way to deal with work and family that incorporates all gatherings and shared obligation will yield preferred outcomes in the two spaces over arrangements molded-in in confinement [28].

1.4.8 Ecology

The ecological frameworks hypothesis alludes to the proposal that work and life are a joint capacity of the procedure, individual, setting, and time attributes, and symptomatic of the way that each and numerous qualities yield an added substance impact on the work beneficial experience. Biology hypothesis was later formed into the individual in-condition hypothesis with the ongoing idea among various individual condition variations as the acknowledgment that people and gatherings have energetic associations with their social, physical, and indigenous habitats [29].

1.4.9 Inter-Role Conflict

Inter-job strife hypothesis alludes to what happens when fulfilling the needs in a single space makes it hard to satisfy the needs in the other area. In the writing, this has likewise been named resistance or inconsistency hypothesis (Edwards and Rothbard, 2000) [17]. Greenhaus and Beutell (1985) turn away that an individual experiences job struggle when the sent desires or requests from one job meddle with the person's ability to meet the sent desires or requests from another job. A case of job strife is that of a representative who is simultaneously compelled to stay at work longer than required while relatives ask that worker get back home. Research has depicted eight recommendations where the develops are in strife in connection to time, job strain, and explicit conduct, as pursue: weights must originate from both work and family; self-recognizable proof with jobs is important; job striking nature moderates connections and is emphatically identified with struggle level; clash is most grounded when there are negatives related with rebelliousness; directionality depends on strife source; struggle is identified with vocation achievement and stage; outside help is identified with struggle [7].

1.4.10 Work-Family Border Theory

Another hypothesis that mostly shares the thought of the division hypothesis is the work-family fringe hypothesis. The contrast between the work-family outskirts hypothesis and the division approach is that in the fringe hypothesis, the people cross this outskirts among work and non-work day by day and they move all through the fringe. While in the old style origination of the division approach limit of work and

family is impermeable (Clark, 2000) [8]. Guest, (2002)The work-family outskirts hypothesis hypothesizes that the fringe between the work and family is penetrable and that they can impact one another [30].

1.5 Models of Work-Life Balance

A review of the literature has indicated the existence of several models of Work-Life Balance as being practiced by different organizations. The identified models of Work-Life Balance are listed as follows:

1.5.1 Working Hours Model

The Working Hours Model of Work-Life Balance as given in Figure 1.1 has been proposed by Alam, Et al. (2009). This model throws light on the interlink between long working hours and work-family conflict.

This model states that at the personnel level work-family conflict precipitates to emotional exhaustion and at the organizational level it is translated into potential loss of female talent. Woman managers feel a strong pull to maintain a balance between work and family due to extended working hours, i.e., 9-10 hours. The long working hours lead to work-family conflict (WFC). Schedule inflexibility, work stressors and working hours have a link to work-family conflict. Shorter working hours, i.e., 5-7 hours helps the women employees to maintain Work-life Balance [31].

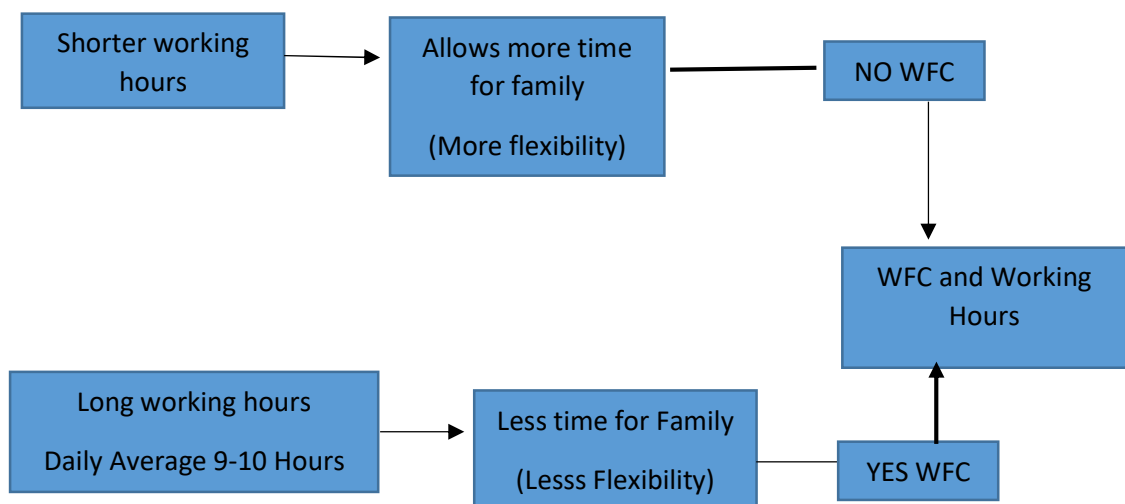


Figure 1.1: Working Hours Model Proposed by Alam et al. (2009) [31]

Along these lines, Working Hours Model recommends that associations ought to have shorter working hours such as five to seven hours for the female workforce with the goal that they will have a superior WLB and the relating commitment to hierarchical efficiency.

1.5.2 Career Progression Model

The Career Progression Model of Work-Life balance as given in Figure 1.2 has been proposed by Asiedu-Appiah, Et.al. (2014). This model distinguishes that if progressively a number of women representatives are present in the associations, Work-life Balance rehearses must be purposely structured by the associations. This model proposes that family life negatively affects the vocation movement of female instructors. Work-life Balance (WLB) rehearses that make it feasible for female instructors in specific to seek after further examinations, participate in research profitability and make open doors for professional success are critical wellsprings of occupation fulfillment, representative maintenance, and profession improvement. WLB practices diminish non-attendance and result in increment assurance and maintenance. There is a solid positive connection between kid bearing furthermore, kid care and occupation movement of female instructors. Diminishing work-life strife could make a healthier, productive and roused workforce and help to position the association as a business of decision [32].

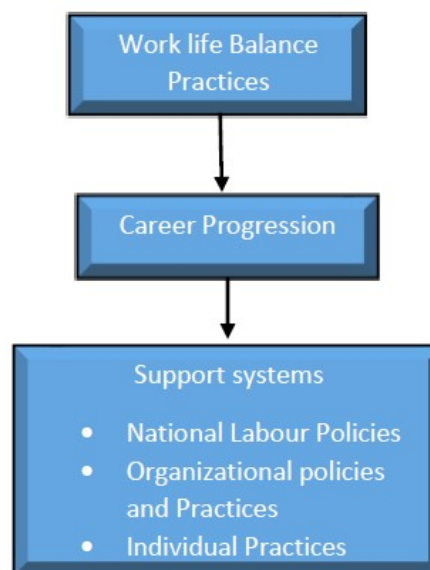


Figure 1.2 Career Progression Model by Asiedu – Appiah Et. al. (2014) [32]

The Career Progression Model in this manner suggests that associations should actualize Work-life Balance approaches so as to accomplish the ideal execution and to improve the Work-life Balance of female representatives.

1.5.3 Emotional Exhaustion Model

As indicated by the Emotional Exhaustion Model created by Yavas, Et.al, (2008) and published by Rama Swathi, Et.al, (2015) given in Figure 1.3 uncovers that the inter role clashes emerging from the requests of the two areas, i.e., grown-up life, work, and family prompts passionate depletion. Poor employment execution and a higher inclination to leave the association are the aftereffects of enthusiastic weariness. Work-family strife and family-work struggle sway the activity results of execution and turnover aim both legitimately just as in a roundabout way through the interceding job of passionate depletion [33].

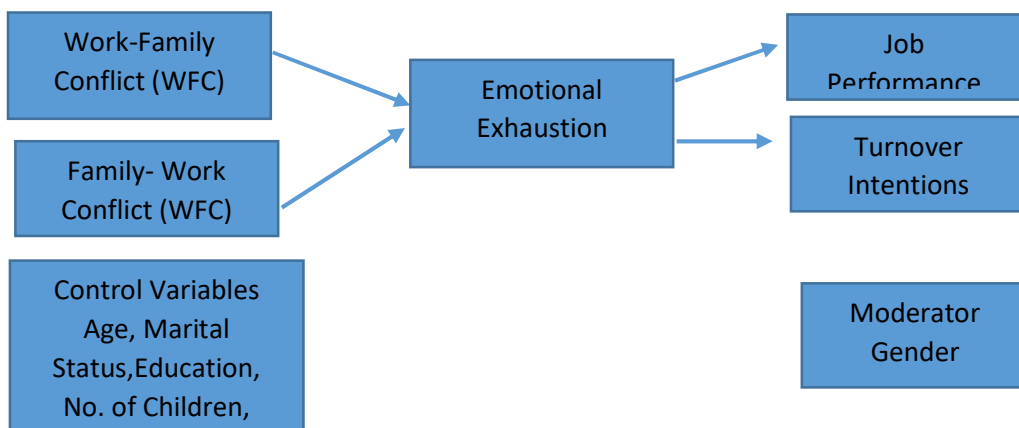


Figure 1.3: Emotional Exhaustion model by Yavas Et. al. (2008) published by Rama Swathi, Et.al, (2015) [33]

Hence, Emotional Exhaustion Model perspectives that representatives confronting clashes from their work and family lives become sincerely depleted. Sexual orientation goes about as a mediator of connections between passionate depletion and employment results. The associations can decrease the passionate depletion of workers by creating and actualizing sexual orientation explicit components.

1.5.4 Work Commitment Model

The Work Commitment Model of WLB has been yielded Figure 1.4. It has been proposed by Azeem and Akhtar (2014). The model distinguishes that Work-life Balance and employment fulfillment are significant for creating and upgrading hierarchical responsibility among medicinal services laborers. Upgraded Work-life Balance of representatives assembles work fulfillment. The authoritative responsibility among representatives likewise improves if Work-life Balance is accomplished. The activity of social insurance laborers at all levels, i.e., specialists, medical attendants, and other staff are testing and requesting and they are picture developers for the emergency clinics. The board backing and responsibility are required to execute Work-life Parity activities for social insurance laborers [34].

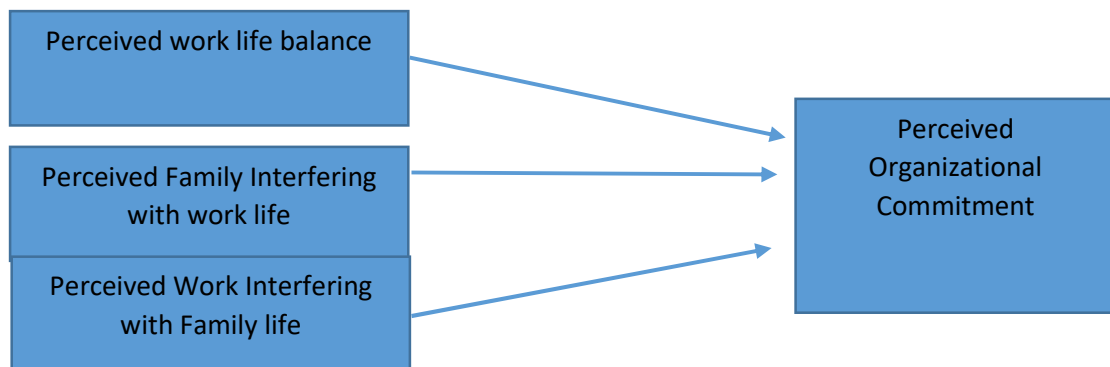


Figure 1.4: Work Commitment model proposed by Azeem and Akhtar (2014) [34]

Consequently, the Work Commitment Model recommends that Work-life Parity assembles work fulfillment among representatives which prompts the authoritative responsibility for the long haul.

1.5.5 Job Satisfaction Model

The Job Satisfaction Model of WLB, given in Figure 1.5, has been proposed by Nikkhah, Et. al. (2013). The activity fulfillment has astounding cooperation with person components of the representative's work and family-life balance. Family life Equalization, work of a worker and hierarchical variables have a direct connection towards the prosperity of representatives. There is likewise an ideal connection

between individual elements and authoritative components with occupation fulfillment and prosperity of representatives [35].

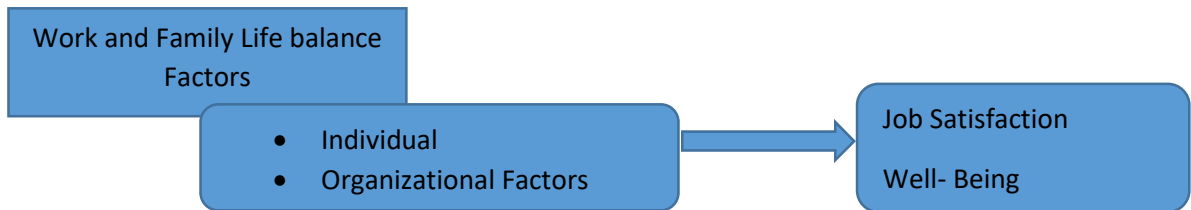


Figure 1.5: Job Satisfaction Model by Nikkhah, Et. al. (2013) [35]

Along these lines, the Job Satisfaction Model recommends that positive work and family-life parity have a huge positive relationship with the occupation fulfillment of representatives. Authoritative variables impact the Work-life Equalization of representatives.

1.6 Work-Life Balance Practices

Work-life parity rehearses/activities at the working environment commonly incorporate adaptable working choices, for example, adaptable hours, telecommuting, low maintenance, term-time, work sharing, just as childcare and eldercare offices, data or money related help relating to the non-work circle of life, and different on location administrations. Such intercessions are ordinarily named as family-friendly policies (FFPs) or work-life benefit strategies (WLBP) [36]. WLBP incorporate adaptable work plans, for example, adaptability in booking time of landing and flight to or potentially from work, adaptability in picking the work environment, leave in lieu of family reasons, for example, parental leave, direct money related help for kid care and data administrations, for example, finding a childcare community for another worker and so on. Shrewd and Bond (2003) refer to four principle drivers for presenting work-life approaches: enrollment, empowers turning into a employer of choice, additionally countering negative work practices, for example, longer working hours; maintenance-more receptive to the workforce's changing and various needs; steady workplace- improving hierarchical culture with resultant increased confidence and inspiration among staff and uniformity – improving access through comprehensiveness [37].

Work-life equalization projects recorded by Konrad and Mangel (2000) were: nearby daycare, close site daycare, debilitated childcare, crisis childcare, days off of

childcare, on-site accommodations, broadened maternity leave, progressive come back to work, paternity leave, selection leave, parental leave, mate arrangement, supervisory preparing in work-family affectability, strategic scheduling, work sharing, part-year work, low maintenance workforce, willful consolidated time and low maintenance work for experts [38]. This measure was like the measure utilized by Osterman (1995), yet increasingly point by point since his measure included just nine unmistakable work-life activities [36]. Male centric society framework kept women from performing and getting a charge out of fundamental jobs in society. Inclusive Development points towards investigating women to their completest ability and adds to the monetary development and success of the nation by tending to their distinct needs. Issues looked by women are disregarded in the male controlled social orders, which look for quick consideration of the Government, associations, social administration offices, and worker's guilds. Nature of Work-Life is the cutting edge pattern to improve the relations of the representatives and efficiency of the associations. Work-Life is a more extensive way to deal with occupation improvement as an interdisciplinary field of inquiry by the blend of hierarchical brain research, humanism, authoritative speculations, and mechanical relations. Work-Life equalization alludes to make condition associating work and life all the more seriously. Work-Life component upgrades personal satisfaction by improving pride, learning, development, investment and employment fulfillment among representatives. It gets hierarchical adequacy profitability, quality, cost, imagination and adaptability of the associations. Higher underscore is given for employment fulfillment over cash in each association in the current sexual orientation delicate social orders. Endeavors are made to manage the issues associated with the dismissal of maternity benefits, absence of kid care, inconsistent wages, badgering and abuse at work spot. Women Welfare Foundation, Commission and Self Employed Associations are working for the welfare and well being of working women. Hrad and inhumane working conditions, Low wages, substantial work weight, provocation at working environment, wellbeing dangers, pitilessness and aggressive behavior at home have turned out to be not kidding dangers for keeping up Work-Life balance for women. Gender equity rule is incorporated into the preface, Fundamental rights, Fundamental obligations and order standards of the Indian Constitution. The Constitution has conceded fairness and has enabled the State to receive measures by empowering positive segregation in favoring women. In this setting, the structure of

vote based country, laws, improvement arrangements, Plans, and projects have gone for the headway of women in various circles. India has formalized different worldwide shows too as human rights instruments resolving to verify equivalent privileges of women. Significant among them is the sanction of done in 1993, The Convention on Elimination of All Forms of Discrimination against Women (CEDAW) [39].

1.6.1 Legislative and Policy Framework

a. Constitutional privileges: The Constitution of India in its prelude, the fundamental obligations and the principles of the directive has established the value of sexual orientation as a guide. The constitution of India allows the state to give uniformity to women along with the selection of procedures for the positive segregation of women. The Indian community based on voting, development policies, laws, plans and programs are gone for the progress of women in various circles. Article 14 of the Constitution grants equity and insurance equivalent to women. Article 15 (i) does not allow the victimization of any resident for reasons of caste, sex, religion, race, place of birth or any of them. Article 15 (3) determines that the state must make extraordinary arrangements that are pleasing to women and children. Article 16 provides equivalent opportunities for work or arrangement to all people. Article 39 (A) promotes equity under the premise of equivalent opportunities and provides free legal guidance through reasonable enactment to ensure that opportunities to ensure equity are not deprived for different monetary or disadvantage reasons. Article 39 (d) provides an equivalent opportunity to pay an equivalent for equivalent work for both people. Article 42 makes arrangements coordinating the state to provide fair and altruistic working conditions with relief from maternity. It also guides the state to adopt positive segregation measures that favor women. This kills the financial, political and social impediments that women seek. Article 46 promotes the instructive and financial interests of the most fragile segments of the general population to protect them from social betrayal and abuse. Article 47 teaches the state to raise the level of food and the way of life of people. Article 51 A (e) promotes the agreement and soul of normal fraternity among the Indians and avoids censorship practices for the nobility of women. Article 243D (3) saves 33% of the total number of seats for women that will be filled by direct race in each Panchayat.

These seats will be designated in turn at any Panchayat of the different public with voting rights. Article 243 D (4) 33% of the total number of workplaces of presidents in the Panchayats for ladies. Article 243 T (3) 33% of full seats are occupied by women to be occupied by direct decision in each Region. These places will be distributed in shifts in several supporters in a municipality. Article 243 T (4) determines the reserve of presidents' workplaces in the municipalities for planned tribes, reserved castes and women [40].

b. Legislations on Employment

Factory Workers: Subsequent Mandatory methods under the Factories Act of 1948 are given to women workers. Section 19 needs an arrangement of adequate Latrines and Urinal convenience kept up independently for people, appropriately ventilated and lit, cleaned in any event once in seven days with sanitizers and disinfectants. Section 27 averts the working of kids and women where a cotton opener is available at work except if on the off chance that one feed end of the opener is isolated by a segment from conveyance end up to tallness reaching out till the rooftop. Youngsters and women can be utilized on the feed side of the cotton opener. Stature, therefore, kept up must be examined and indicated in writing. Section 48 requires the arrangement of Crèches for the utilization of youngsters underneath six years in each factor wherein in excess of thirty women are utilized. These rooms ought to have sufficient convenience, legitimate light and ventilation, and great sterile conditions. This Crèche ought to be under the charge of women prepared under the watchful eye of babies and youngsters. The State Government can make rules for the arrangement of free milk or refreshment for such youngsters and moms to encourage kids at required intervals. Section 49 recommends the arrangement of Welfare Officers in each processing plant wherein at least 500 laborers are customarily employed. Section 71 anticipates the working of women and youngsters during the night. The female child is not permitted to work before 8 a.m. what's more, after 7 p.m. Section 87 confines the work of women, youths and youngsters in the assembling process that opens them to genuine real damage, harming or illnesses [41].

Contract Labourers: According to The Contract Labor (Regulation and Abolition) Act 1970 all Women contract Works ought to be furnished with discrete encased convenience required for latrine and washing. In the event that there are in excess of

30 women then a crèche will be given. Women are permitted to work between 6 a.m. to 7 p.m. Here a woman isn't allowed to work for over 9 hours every day. Women are confined to be utilized in the risky assembling process. On the off chance that the agreement bombs at that point Section 21 makes boss subject to give welfare and wages to the agreement representatives [42].

Shop Workers: The Karnataka Shops and Commercial Establishments Act 1961 averts the work of women and Youthful people during the night move. Here the IT ventures can be excused on the off chance that it gives transportation and safety to workers [43].

Mine Workers: The Mine Act 1952 guarantees the accessibility of an adequate number of toilets and urinals independent for people workers, appropriately lit and ventilated at helpful and effectively open places. Section 20 indicates the number of urinals and lavatories that are to be given. Section 46 does not permit women to be utilized in any piece of the mine that is beneath the ground. It additionally keeps the female employees from including in the mining movement between timings from 6 a.m. to 7 p.m. [43].

Plantation Labors: The Plantation Labor Act 1951 exhorts the accompanying advantages to the ranch laborers. Section 9 coordinates the prerequisite of the adequate number of urinals and restrooms to be given independently to people in the manor. These spots are to be kept fresh and in sterile conditions. Section 12 advances the arrangement of appropriate spaces for the offspring of working women in each manor which utilizes more than fifty women or the quantity of offspring of working women is more than twenty. These rooms will be kept up in sterile conditions under the supervision of women prepared in baby and childcare. Section 32 guides the state Government to make standards with respect to the installment of disorder remittance. These areas qualify the laborers to getting disorder remittance from his manager whenever affirmed by qualified restorative experts [44].

Minimum Wages: The Minimum Wages Act 1948 has characterized compensation as all compensation that can be communicated as far as cash, paid to the representatives when the terms and states of work inferred are satisfied. This incorporates House lease remittance (barring Light, Water, Medical charges, commitment to Provident Fund and Voyaging Allowance. Least Wages have been

fixed by Government in any booked business and the manager must not pay compensation not exactly the base pace of wages fixed for that class of representatives [45].

c. Legislations on Social Security

Maternity Benefit: The Maternity advantage Act of 1961 causes women to confront the test of parenthood. Section 5 of this demonstration keeps the business from utilizing a woman for about a month and a half promptly from the day of her conveyance or unnatural birth cycle for any work of challenging nature or any work that includes long-standing or affects her pregnancy or the development of her baby or prone to cause unnatural birth cycle or influence her health. Further Section 5(3) enables a woman who has labored for 160 days or more for the maternity advantage of 26 weeks up to two youngsters and 12 weeks for multiple kids [46]. Section 5 (4) gives the essentialness to charging moms and embracing mothers by giving maternity leave to a time of 12 weeks. Section 5(5) gives the advantage to women to telecommute contingent upon the idea of work in the event that it very well may be accomplished from home on terms and conditions commonly concurred between the business and the worker. This is appropriate from the first of July 2017. Section 6 offers a chance to woman to pull out to her manager recorded as a hard copy in regards to the date of nonappearance looking for maternity advantage. On the arrangement of verification, the measure of Maternity advantage will be paid in advance by the business for the period going before the due date of her conveyance. The rest of the sum will be paid inside 48 hours in the wake of giving the confirmation of delivery. Although the inability to pull out won't disentitle a woman for accepting this maternity benefit. Section 7 gives the expert to get maternity advantage to the lawful delegate or the candidate if there should be an occurrence of the demise of the entitled woman. Section 8 guarantees the Maternity restorative reward of Rs. 3500/- notwithstanding the maternity advantage if not for nothing out of pocket pre-natal or post-natal consideration is given by the employer. Section 9 gives a month and a half leave to unsuccessful labor or restorative end of pregnancy and 2 weeks for women experiencing tubectomy promptly the following day of unsuccessful labor on generation of proof. Section 10 guarantees extra maternity leave

of about a month in the event of sickness emerging out of pregnancy, conveyance, untimely birth, and unnatural birth cycle, medicinal end of pregnancy or tubectomy medical procedure upheld by Medical proof. Section 11A (1) makes a foundation of crèche required where at least 50 women representatives are utilized and that each woman who comes back to obligation after the conveyance of her youngster must be allowed to visit the crèche multiple times during the day which incorporates the standard rest period [47]. Section 12 ensures a woman in the event that she absents herself from work in agreement to the arrangements of this demonstration from being released or expelled on the record of such absence. However, regardless of whether she is released, her entitlement to get maternity advantage won't be eliminated.

Compensation: The Workmen's Compensation (Amendment) Act 2009 provides benefits to working women everywhere throughout the country. Here the measure of pay relies upon the damage caused, the month to month wages of the laborers and the singular amount likeness the measure of remuneration as referenced in timetable IV. Section 4(a) gives if there should be an occurrence of death a sum equivalent to 50 percent of the month to month compensation or a limit up to Rs. 120,000/-. Section 4(b) if there should arise an occurrence of permanent disability a sum equivalent to 60% of the month to month wages or Rs. 140,000 is payable. Section 4(4) Provides Funeral costs up to Rs. 5000 if there should be an occurrence of the demise of the laborer [49].

Provident Fund: The Employee Provident Fund and Miscellaneous Provision Act, 1952 is relevant to the entire of India with the exception of the territory of Jammu and Kashmir. Section 6 (A) through the notice by the Central government in the official journal accommodates representatives annuity plot so as to give superannuation pension, retiring benefits, widow or single men annuity, perpetual complete disablement benefits, vagrant benefits or kids annuity. For this reason, a Pension Fund will be built up in which wholes from the business's commitment not surpassing eight and 33% percent of the essential wages, dearness stipend and holding recompense will be paid now and again to each part who is an individual from such plan. This store will be directed by the Central Board according to the way determined in the Pension Scheme [50].

Health and Insurance: State Insurance Act 1948 is a government-managed savings Legislation in which the group of the protected individual is canvassed in the benefit. Section 3 has established Employees state Insurance Corporation which is a fake individual made by law. The protected can profit the advantage of the treatment from the Employee State Protection Hospitals that is kept up by the Employee State Corporation. Section 10 has comprised the Medical Advantage Council comprising of three individuals in which one is a woman speaking to the medicinal Profession. The worker will contribute 1.75 percent of his pay and the business will contribute 4.75 percent towards the fund. Section 20 has empowered the guaranteed and his family to guarantee infection advantage, disablement advantage and furthermore maternity advantage including unnatural birth cycle [51].

Equal Wage: The Equal Remuneration Act, 1976 gives equivalent installment of compensation to people to avert the segregation on the grounds of sex. Section 4 expresses that guarantees equivalent pay and anticipates separation during advancement, preparing or transfer. Section 5 coordinates the arrangement of a warning council to exhort the administration with respect to the degree to which women might be utilized in foundations. This panel should comprise of at the very least 10 persons assigned by the administration, in which one half in number will be women. This board of trustees needs to explain the number of women utilized, the nature of work, and long periods of work, what's more, appropriateness of women for the work, the requirement for expanding employment. Section 7 gives by notice the arrangement of officials to be the specialists to hear and choosing grievances under this demonstration [52].

d. Anti-Sexual Harassment

The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act 2013 is appropriate to all women taking a shot at standard, transitory and specially appointed premise connected on daily pay including residential laborers, contractors, probationers, associates, students and apprentices with or without the learning of the central boss. One of the main advantages of opening India's economy was the expansion of the women workforce. Peak court articulated a milestone judgment in 1997 in Vishaka and others versus the State of Rajasthan. An NGO by name Vishaka documented a Public Interest Litigation (PIL) for the sake of one Bhanwari Devi, a woman from Rajasthan who was purportedly assaulted. NGO

mentioned unique measures to manage lewd behavior defied over the span of the business. The Honorable Supreme court in Vishaka Judgment set down rules that are required for each business to give system in request to change complaints relating to the work environment lewd behavior and to implement the right of sexual orientation value of women in the work environment. India had confirmed the United Nations Convention on Elimination of all Forms of discrimination of women in 1993 where gatherings must take every single required measure so as to maintain a strategic distance from victimization women during business [53]. Sexual Harassment and Inappropriate behavior is considered as an infringement of crucial appropriate to correspondence, ideal to live, ideal to live with poise and ideal to practice or continue any occupation, business or exchange according to Article 14, Article 21 and Article 19(1) (g) of the constitution, which incorporates ideal to safe condition free from badgering at the spot of work. The spot of business or on the other hand working environment covers conditions of danger to business, guarantee of special treatment in business, making a hostile workplace, obstruction with work, treatment that is mortifying and influences the wellbeing or security of women, unwelcome sexual conduct and physical verbal or non-verbal lead of sexual nature. This likewise incorporates transportation given by the business to the motivation behind driving from and to the spot of work [54].

1.6.2 Recent Development and Practices

Work Life Balance Practices incorporate compressed workweek, for example, Flexi-time, leave in lieu of family reasons, for example parental leave, direct money related help for self care and data administrations, for example, finding a childcare place for another worker and so on.

a. Compressed workweek: A packed workweek is a course of action where a representative works the standard number of hours in a couple of week time frame, however, packs those hours into lesser workdays in this manner working longer hours at work (Enterprise One Insights, 2006). Packed work filled weeks are reasonable for representatives who don't have to manage approaching work once a day or there are a few representatives doing likewise work. Association can lessen pressure; worker non-appearance and turnover in this manner increment representative confidence and dependability.

b. Flexi-time: Flexible working courses of action take various structures. These incorporate the adaptability in the working time course of action, the number of hours worked and to work environment. These day's associations receive different sorts of strategic scheduling arrangements, for example, adaptable booking program, work sharing, low maintenance work, teleworking and so on in the work environment. Earlier looks into strategic scheduling inspected that non-attendance and turnover could be decreased and worker's activity fulfillment was upgraded when actualizing such adaptable projects. For representatives, the adaptable working plan can encourage the compromise of work and family needs and let people adjust the two obligations and in this manner accomplish personal satisfaction. In addition, it revealed a negative connection between this procedure and turnover expectation. Hence, it is accepted that representatives are bound to remain in the association when they were affirmed adaptability work routine. Some researchers led an investigation among Jamaican bookkeepers, discovering demonstrate that 78 percent of respondents concurred that adaptable working hours elevate or bid to one's self-rule.

c. Family Leave: Family leave arrangements enable representatives to be away from the work environment for a differing timeframe so as to manage family obligations.

d. Employee Assistance Programs (EAP): Employee help projects are proposed to perceive the cooperation between people, groups' local and working lives and to offer secret directing to staff to address individual or different issues, including business-related pressure that might influence their exhibition. The idea of today's EAPs is not quite the same as associations to associations. The normal instances of EAPs included giving help with the territories of individual issues, relationship issues, eldercare, childcare, child-rearing issues, provocation, substance misuse, work pressure, adjusting work and family, budgetary or lawful and family viciousness. Some EAPs suppliers are additionally ready to offer different administrations including retirement or lay-off help, and wellbeing and wellbeing advancement and wellness while others may offer exhortation on long haul diseases, incapacity issues, advising for emergency circumstances. In this way, EAPs do not simply constrain on guiding administrations and may incorporate fundamental abilities projects and work out schedules. It can help representatives in overseeing pressure and settling individual issues too. Carolyn and Cooper announced that EAPs are critical to improving worker

mental and physical prosperity with the goal that they have upgraded execution at work and improved occupation fulfillment and diminished turnover expectation.

e. Job sharing: Is a board type of work that has numerous helpful viewpoints and is additionally seen as a family-accommodating practice. It is a worker-driven pattern and is differently utilized —in reaction to the apparent requirement for all the more family agreeable approaches or as a method for handling the joblessness emergency in some economies, work sharers can be increasingly focused and progressively spurred, demonstrating —energy and enthusiasm.f. Compressed hours: Compressed work weeks, include the revamping of work time into expanded, yet less, amounts during a working week. This means the working hours being packed into 3, 4 or seven days, or eight, nine days out of a fortnight. Another possibility is working four ten-hour days of the week as inverse to five eight-hour days. This can be accomplished by beginning work early as well as completing late, developing extra hours which may then use to take a half-day or an entire day's leave from work. The advantages of this sort of adaptable leave are investment funds on movement and traffic, and chances to set up days for rest, family or occasions. With these plans, laborers or gatherings of laborers may begin and complete work at various pre-masterminded times inside concurred limits. In spite of the fact that there is some carefulness, stunned hours ought to in a perfect world structure some portion of a set timetable that does not contrast from every day. The advantages of a stunning working week can be seen in less rush hour gridlock clog, more opportunity for Work-Life equalization and improved access to childcare and different offices.

g. Flexi-time: Flexible working courses of action take various structures. These incorporate adaptability in the working time game plan, the number of hours worked and the concerning work environment. These day's associations embrace different sorts of strategic scheduling strategies, for example, adaptable booking program, work sharing, low maintenance work, teleworking and so on in a work environment. Earlier looks into strategic scheduling analyzed that non-appearance and turnover could be decreased and worker's activity fulfillment was improved when actualizing such adaptable projects. For representatives, an adaptable working course of action can encourage the compromise of work and family needs and let people adjust the two duties and consequently accomplish personal satisfaction. The idea of adaptability particularly as far as working time (flexi-time) and work area (flex place) are

frequently looked at as viable approaches to accomplish positive overflow and are fundamental to accomplish work-family balance.

h. Family Leave: Family leave strategies enable representatives to be out of the work place for fluctuating timeframe so as to manage family obligations.

i. Employee Assistance Programs (EAP): Employee help projects are proposed to perceive the association between people groups' household and working lives and to offer classified guiding to staff to address individual or different issues, including business-related pressure that might influence their exhibition. The idea of today's EAPs is not the same as associations to associations. The normal instances of EAPs included giving help with the territories of individual issues, relationship issues, eldercare, childcare, child-rearing issues, badgering, substance misuse, work pressure, adjusting work and family, money related or legitimate and family savagery. Some EAPs suppliers are additionally ready to offer different administrations including retirement or lay-off help, and wellbeing and wellbeing advancement and wellness while others may offer exhortation on long haul ailments, inability issues, guiding for emergency circumstances. Along these lines, EAPs do not simply restrain on guiding administrations and may incorporate fundamental abilities projects and work out regimes. It can help workers in overseeing pressure and settling individual issues too.

j. Job sharing: Is a far-reaching type of work that has numerous useful angles and is likewise seen as a family-accommodating practice. It is a worker-driven pattern and is differently utilized —in reaction to the apparent requirement for all the more family amicable approaches or as a method for handling the joblessness emergency in some economies. As per Stennett work sharers can be progressively focused and increasingly spurred, demonstrating —energy and enthusiasm. It was inferred that more than 90 percent of occupation sharers are women – a reflection in all probability of the conventional job of females in youngster and home consideration. Employment sharing is considerably broader in the open division. Half and halves of occupation sharing might typically include one all-day work with all obligations and advantages shared; others involve split weeks, split days or week-on week-off circumstances.

k. Job splitting: It is like occupation sharing with the exception of that duties and errands are commonly similarly isolated; both staff individuals are in charge of their own various assignments. This can be a helpful methodology in that it might utilize

the specific aptitudes of every representative, with a resultant net increase for businesses. It additionally requires less co-appointment, in spite of the fact that cover of at some point can be favorable for the representatives.

I. Compressed hours: Compressed working weeks include the rearrangement of work time into expanded, however less, —chunks during a working week. This could mean working hours being compacted into 3, 4 or 4.5 days seven days, or 8, 9 days out of a fortnight. Another plausibility is working four 10-hour days out of every week as inverse to five 8-hour days. This can be accomplished by beginning work early and additionally completing late, developing extra hours which may then be used to take a half-day or an entire day's leave from work. The advantages of this kind of adaptable leave are reserve funds on movement and traffic, and chances to set up days for rest, family or occasions. With these plans, laborers or gatherings of laborers may begin and complete work at various pre-orchestrated occasions inside concurred limits. In spite of the fact that there is some circumspection, amazing hours ought to in a perfect world structure some portion of a set timetable that does not vary from every day. The advantages of a stunning working week can be seen in less rush hour gridlock clog, more opportunity for Work-Life equalization and improved access to childcare and different offices.

1.7 Factors Influencing Work-Life Balance

It is conceivable to recognize a lot of elements that have brought the issue of work-life parity to the cutting edge of approach discusses. Statistic changes incorporating the expansion in the number of women in the working environment, double vocation families, single-parent families, and a maturing populace have created an undeniably differing workforce and a more noteworthy need of representatives to adjust work and home life. Following determinants have been distinguished which effect the issue of Work-Life balance:

Age /Life Stage of Employee: There is a huge connection between age and Work-Life balance. As Work-Life equalization is distinctive for various individuals, the same way it is diverse at various life arrange. Particularly for a woman as the age passes it turns out to be increasingly hard for her to discover an adjusting stage in her

life. After some age, she gets more weight of obligation at both the front which at last prompts Work-Life irregularity for a female representative.

Marital Status: The Marital status of an individual has a critical effect on the measure of Work-Life balance. There are more odds of unmarried women to partake in contrast with wedded women in paid work. Indeed, even while leading this exploration study, at one point in time it was hard for the scientist to discover wedded women for the examination. The specialist felt that might be she would get an increasing number of unmarried women. As wedded women have double obligations at both the individual and expert front that prompts the job struggle and eventually the issue of irregularity emerges. Now and again might be a youthful hitched woman has less clash however women hitched for a long length and having tyke think that it is hard to adjust their life.

Number of Members in the family: This parameter has clashing outcomes. The women workers having less number of relatives have found more Work-Life offset as stood out from the female agents having progressively the number of individuals in the family.

Type of Family/Family Structure: With the development of the family unit framework and increment in the no. of single guardians family having both positive and negative effects on various everyday issues to woman representatives. Family structure influences the time the board, individual administration and Work-Life the executives of women representatives.

Number and Age of the Kids: Women with more youthful children are confronting all the more adjusting issues as during that period there is an opportunity of more clash between the job of her parenthood and a job of a worker. What's more, things turn out to be most exceedingly terrible when she does not get childcare support from her spouse, family and the organization. And afterward, she obligatory needs to make her strides once again from work for in any event next 5 to 6 years until the tyke ends up free of dealing with himself.

No of Dependents: Guardians of an incapacitated kid can confront more pressure and having more Work-Life unevenness uniquely the mother. Ordinarily, the consideration and duty of a mother get diminish with the expansion in the age of a

youngster yet if there should be an occurrence of ward tyke this obligation gets pairs at this point.

The present yearly salary of the representative: The women representatives getting attractive compensation has less Work-Life parity issues when contrasted with women getting low pay. What's more, such woman representatives do additional time to get additional pay which uneven characters their ordinary timetable of work.

Tenure in the present association: The women representatives having worked for the association for an increasingly broadened time find more Work-Life offset when stood out from females with less residency in the association. The reason being as the women representatives who joined as of late are not having courses of action of numerous leaves meanwhile, while various are having a strain in their brain about their presentation.

Department: This is also one of the main variables of Work-Life issues. The women representatives working in a couple of workplaces find more offset when diverged from women workers working in different divisions. Model female agents working in HR, Admin division find more equalization when contrasted with female delegates working in Accounts, Marketing workplaces. E.g. Doctors and specialists find more lopsidedness when it appeared differently in relation to administrative staff.

The type of organization: The scientist has the respondents from the administration part. The fundamental focal point of the study was significant 5 sorts of association in administration division viz. Instruction, Banking and Financial administrations, Hospitals, Hotels, IT and ITES and couple of respondents other than these were put under others class. The representatives working in the training area discover more Work-Life balance when contrasted with an emergency clinic and inn segment. Banking and money related administrations part workers think that it is hard to adjust during pinnacle times as budgetary year finishing. The representatives in IT and ITES associations think that it is simple to make do with Work-Life struggle because of the real reason for the accessibility of flexible working and telecommuting with the utilization of innovation. Whereas if there should be an occurrence of Banks, Hospitals and Hotels the physical nearness of workers is required when contrasted with IT and ITES organizations.

Nature of the Job: The women representatives working in an association which gives low maintenance or flexi-time working have progressively adjusted Work-Life.

Educational Qualification: Those women representatives who are not graduate or who are in any event graduate discover more Work-Life equalization issues as they get less pay, working for extended periods and don't get time for their advanced education. In this way, going into paid work at the beginning time of instruction influence the Work-Life equalization of women representatives.

No of Years of Previous experience: A representative winds up agreeable to work and the spot over the long haul. With the experience, they additionally discover many ways of dealing with stress to have balance. In any case, for a fresher, it is exceptionally troublesome as they need to make a number of alterations but to learn a strategy to play out specific employment.

Level of Hierarchy in the association: With the expansion in the assignment of a representative, duty additionally increments and to satisfy these duties a worker needs to work for an additional time which prompts disappointment at an individual life.

Term of Contract: The security of having perpetual employment builds fulfillment. In any case, the women representatives having brief or authoritative employment consistently have the dread of end or either has pressure to get lasting through their exhibition and furthermore work extra for less compensation. So these lead to Work-Life unevenness.

Mobility from Native Place: Leaving from home to discover business prompts Work-Life equalization issues as the individual avoids the family can't give his adequate time and regard for his family. Furthermore, if there should be an occurrence of female workers family disappointment is at its pinnacle while they are away from their family for business. Thus numerous women representatives lean toward just nearby occupations.

Attitude and Values of individual at work: Despite having numerous issues at work an individual with an uplifting disposition has it for Work-Life balance.

Situational Factor: In some cases, some circumstances in one's life additionally prompts Work-Life balance. For example in one circumstance where a multi-year-old child of a woman worker used to live with her grandma yet because of the death of

her grandma the woman representative currently needs to modify her life in such an approach to take care of her child appropriately.

Psychological Factors: Numerous mental elements like the ability to work under strain, one's response under a specific circumstance, feeling of blame about some specific job, mental existences influences the Work-Life equalization of a woman representative.

Weekly working hours: Long working hours are perhaps the most grounded factor of work-life lopsidedness.

Support from Employer and Management: The arrangements surrounded and executed by the board of the association likewise influence the degree of Work-Life equalization of women representatives. On the off chance that the administration isn't intrigued at all in giving any sort of offices to wok life balance, the workers get influenced by such a methodology.

Support from Colleague: The clashing circumstance with colleagues consistently makes pressure and stress. So women representatives should attempt to build up a solid association with the partners.

Support from relatives: Without the dynamic help from the relatives it winds up hard for a woman to look after equalization.

Family-Friendly Policies: On the positive side, the individuals who detailed that they worked in an association with an agreeable atmosphere, where progressively human asset practices are set up and where they have more extension for direct support and independence revealed less irregular characteristics. From a strategy point of view, it is intriguing to take note that the nearness of family-accommodating practices was not related to a revealed work-life balance. This infers they were either ineffectually executed or that they may have decreased however did not take out the issue.

Technology, Innovation and its utilization: As there are constantly different sides of a coin the innovation additionally influences both emphatically and adversely on Work-Life balance. Numerous mechanical types of gear helped women to lift up their speed either at home or at the office. Be that as it may, such innovation like the utilization of online life, the web is tedious and may negatively affect booked

exercises. And furthermore, the limit among work and home is additionally obscuring as the proportion of individuals telecommuting expanding step by step.

Long Working Hours: There is a solid connection between long working hours and Work-Life equalization of women representatives.

Energy Levels: Vitality levels are regularly overlooked yet with regards to intense interest should be considered. They might be connected to issues of individual control, including locus of control and limit with respect to adapting to weights of contending requests.

Self-High Expectations: Keeping high self-desires and afterward inability to fulfill that will positively prompt Work-Life lopsidedness.

1.8 Significance of Work-Life Balance for Women

There is an affirmation of the way that individuals entering the workforce today are laying accentuation on the significance of Work-life balance more than their ancestors. Urbanization and industrialization have empowered women to leave four dividers and view the outside world by their very own eyes. The financial powers ask for self-character and channelizing the training embraced has caused them to take up work, to be it hitched or single women. The working woman needs to perform double jobs in two unique circumstances. At home, she needs to play out the job of a girl, a sister, and after her marriage, she is a spouse, mother, and a little girl in-law. What's more, at work spot, she takes up a totally unique job as a worker. The work of the women is advantageous to the two fronts. At family, the way of life of the family, all in all, improves on the grounds that there is an extra wellspring of pay at home. They can move past the cutoff points of gathering the two closures. The fate of the family and the women are verified. The work of the women in their individual association has empowered in expanding the generation and along these lines empowering the advancement of the country all in all. In any case, the rosy picture isn't as blushing as it looks. The underneath thistles are not obvious to all. She needs to work day and night to adjust the circumstance in both the fronts and in this manner keep congruity. The reality, that those women, who are working outside the home, get a change the family circumstance. The numerous jobs become requesting and it influences her working.

And furthermore the socio-statistic, social and mechanical changes in the work power, expanded rivalries constrained a representative to be a full-time workers without thinking about the time confinements yet if there should arise an occurrence of women representatives as they like the equivalent requesting duties at home front it ends up hard to draw equivalent consideration at both the fronts. Work and Family Life share a quick relationship with the other. The audit on the assorted perspectives which is essential to perceive how one impacts the other: Work-Life can either lift or harm to our family life. Our family life can have positive or negative ramifications for our work, practices, and results. For example, long working hours, over-contribution in the work and the stress at work can make in the field of the wretchedness of the family, the withdrawal of family commitments and hurt the general individual fulfillment. So likewise, far-reaching obligations in regards to broad consideration and collaboration in the family may limit the choice to proceed with a vocation and the objectives and unfavorably impact their help in the work Place, work satisfaction and desire to continue with their work. Curiously, there are various resources from his work as compensation, freedom in the work and the social relations with associates and furthermore, the bosses influence the experience and prosperity of the family.

With the dynamic inclusion of women in the workforce and a stereotyping of the run of the mill gender-based jobs, people are gone up against with the step by step issues of the organization of their work and family obligations so as to address the issues of their family and moreover their work. Understanding the interface of work-family can empower women and men to achieve a prevalent harmony between their work and family parts. The specialists, mindfulness and other leaders can use this figuring out how to design game plans and undertakings to propel a prevalent individual fulfillment for the workers. The issue of Work-Life balance should be taken into consideration and dealt with by the business and the relatives of a woman as her business is clearly or by suggestion profitable to all of them. A woman with a healthy lifestyle can have greater satisfaction and gainfulness, extraordinary prosperity, fewer absents at work, will end up being increasingly brief, steadfast and self-influenced. Likewise, if this will incite her expert solidness, execution assessments, and headway which finally climb her financial status and an effective adjusted Work-Life.

1.9 Benefits of Work-Life Balance

Work-life equalization is a basic piece of Corporate Social Responsibility. Enterprises are progressively perceiving that an insufficient work-life equalization can affect staff execution, fulfillment, and maintenance. At the point when managers target great work-life balance, they can see that lessening pressure and dissatisfaction coming about because of poor work-life parity can be valuable to the two gatherings. Besides the appropriation of work-life balance strategies and practices can improve an association's capacity to react to clients' requests for expanded access to administrations and manage changes in a manner that can be acceptable to the two businesses and representatives. Helping people and families accomplish a harmony between their work, family and way of life responsibilities by presenting work-life balance approaches (for example arrangements that help individuals address the issues of their Work-Life and individual life) can give advantages to the two representatives and businesses.

1.9.1 Benefits to the Employees

- The degree of inspiration and occupation fulfillment of workers leads to an expanded spotlight on objectives at both the front.
- Representatives have more Autonomy to settle on choices with respect to work-life balance
- A superb feeling of having improved work-life parity prompts a decrease in the negative effect of work on home and family life
- The representative encounters a sort of mental harmony and diminished feelings of anxiety when they have a sort of balance among individual and expert life.
- A fruitful time the board will further have command over gathering work-life duties.
- The representatives have a sense of safety about their activity as that an association comprehends and underpins laborers with family obligations.
- With expanding organization centers around the surprising expense of human services, work/life projects are turning into a smart decision to help bring down the number of social insurance claims.

1.9.2 Benefits to the Organization

The advantages of the work-life balance arrangements are not restricted to representatives utilizing the strategies, yet additionally to the business to give them.

- The expense of the bearing and going with the loss of significant information about the business can be extensive. The project's work-life offers an answer for water the ills. The productive representatives have well on the way to think about their capacity to adjust work and individual obligations in a choice to remain with the organization.
- Low enrollment and training costs, related to the decrease in the pace of bearing: the getting and the maintenance of staff can become a great strategy to work-life balance. Find and hold a skilled staff can be troublesome, particularly in a tight work advertise. Bosses who can offer the work-life parity and adaptable work alternatives are probably going to have the upper hand, approach a bigger pool of enrollment, and are bound to keep the current staff. Because of the adaptability of working conditions and different activities work-life, numerous organizations have more prominent maintenance of alumni and women coming back from parental leave.
- To be a good Employer: to be a good employer can offer you an upper hand to draw in the ability. Representatives who are certain about their working environment add to encourage an uplifting frame of mind in the entire network. The organizations are increasingly more to embrace rehearses that have a constructive outcome for the earth and society. The staff is a fundamental component of the business assets, so it is legitimate for the arrangement of the business to create and to secure this asset. The activities work/life make, advance the brand picture of the positive manager being a business of decision, encourage citizenship, the Organization and the help of assorted variety activities.
- Increment the arrival on interest in the preparation that workers stay longer: great activities of the WLB by the association to improve the pace of maintenance.
- Reduction in Absenteeism: Research has demonstrated that projects work/life can lessen absenteeism.
- The decrease in the utilization of sick leave: great activities of the association of the WLB advance the strength of representatives in their turn a decrease in the utilization of wiped out leave.

- The decrease in the stress level of employees: the approaches of the WLB and its utilization to diminish the degree of worry among the representatives of the Organization.
- Improvement of confidence or morale: poor work-life equalization can cause pressure and truancy, and low. Help representatives to accomplish work-life parity is a fundamental piece of their wellbeing and general prosperity, to expand their activity fulfillment and inspiration. They are probably going to be increasingly drawn in, progressively adaptable and better adjusted to the organization and the necessities of customers. The examination demonstrates that the dedication of the organization's work activities/life is firmly connected to the inspiration of representatives and efficiency.
- More loyalty, faithfulness and the responsibility of the staff: great work-life balance in the political associations of winning the dependability and duty of representatives.
- The improvement of the Productivity: the getting and the maintenance of staff and to acquire the best of them will add to build the profitability. The expenses related to the enlistment, the preparation, and the diminished non-attendance and representatives will be progressively spurred and submitted.
- Superior cooperation and correspondence among teams: a great work-life balance strategy energizes the collaboration and great correspondence.

1.10 Prospects of Work-Life Balance

Prospects of Work-Life Balance can be identified through the benefits it has on Organizations, Families, and Employees. Work-Life balance practices include Legal provisions and also recent practices adopted by Organizations. These benefits are shown in the figure below.

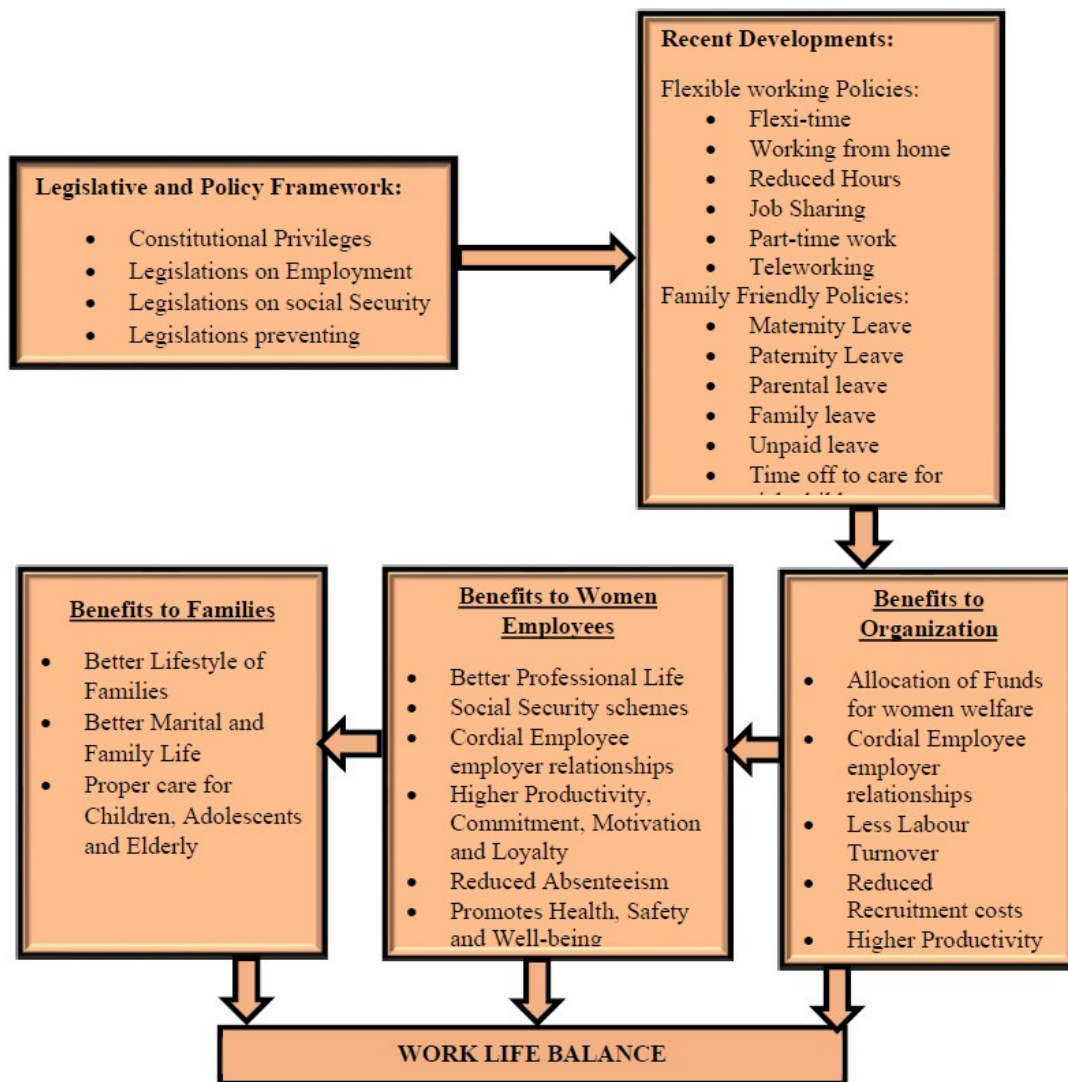


Figure 1.6 Benefits of Work-Life Balance Practices [40]

1.11 The Barriers or Challenges to the Work-Life Balance

1. **Not for Implementation work just paper:** Many associations have arrangements that on paper. There is exceptionally less of worry for the execution of the approaches.
2. **Lack of communication:** Correspondence about the project's work/life is fundamental. Despite the fact that an association may offer a rich menu of advantages work/life, the ideal impact of the constructive outcomes the consequences of the organization are probably not going to happen if the representatives don't know on the projects or get it.

3. **The teamwork:** The presentation, the misuse and the execution of the work-life parity require the community work and is in huge section a comprehensive procedure.
4. **Time:** The usage of a methodology of the WLB requires some investment. The due dates for usage must be sensible.
5. **The size and structure of the Organization:** The size and structure of an association can exhibit troubles in the usage of the HR arrangement. The presentation of components of work-life balance arrangement through an experimental run program, for instance, working at home may have been more intriguing than to draw in the entire association.
6. **Support of the Employer:** Initiatives instead of work of any sort are probably going to fall flat in the event that they don't have the full help of all degrees of the executives. The help and preparing of directors in the utilization of the WLB is basic. The start of the responsibilities with the officials brings about a more elevated amount of duty.
7. **The early awareness:** early mindfulness sessions for administrators on the work-life idea could have alleviated the underlying concerns.
8. **Delays in the decision-making:** more reliance on working gatherings to defer the choice.
9. **The difference in Understanding and interpretation:** adaptable working practices can prompt various understandings prompting the irregularity of the methodology. The administration of execution must be treated in a fitting way.

1.12 Impact / Consequences of Work-Life Imbalance

If an employee is trying to earn promotion or if the work load is high then overtime may be required. In case employees invest majority of their energy working, their home life will be affected.

1. Exhaustion, Fatigue or Low Energy Levels: When employees' are worn out, their capacity to work profitably and think unmistakably may endure - which could negatively affect or lead to hazardous or excessive errors. Simultaneously when representatives feel exhaustion because of tedious work at the expert front, when they return home they are left with no strength to communicate with family.

2. Increased pressure on family and household work: Due to unreasonable pressure at home women employees get late in all respects regularly to work.

3. Lost time with companions and friends and family: In case employees' work excessively, they may miss significant family occasions or achievements. This can lead to the feeling of being left out and may hurt relationships with friends and family.

4. Increased desires and expectations: If employees' consistently work additional hours, they might be given greater obligation and responsibilities. This may prompt just more concerns and difficulties.

The consequence of Work-Life imbalance in the working environment can be that representatives are less profitable. They stay missing all the more regularly, or for more, they never unveil the genuine purposes behind their nonattendance, may have lower levels of confidence, increasingly focused and bound to leave a work environment unsupportive of work-life uniformity issues.

1.13 Glass Ceiling

Glass ceiling is a transparent but real existing barriers that impede advancement of qualified individuals including women, ethnic minorities, racial and disabled persons based on organizational bias or discriminatory attitudes. Glass Ceiling alludes to straightforward however genuine obstructions, in view of unfair dispositions or authoritative inclination, that hinder qualified people, including (however not constrained to) women, racial and ethnic minorities, and incapacitated people from progressing into the executives positions. The biased impediment is moderately another term that is gradually getting into the learning of women in numerous callings around the world. This wonder attempts to portray the separation of different minorities in professional success.

The Glass Ceiling has turned into a focal thought in the various fields of the world. It is some portion of authoritative practice as in associations needing to build the number of women in higher capacities has planned cures against the glass ceiling. Most examinations which have investigated women's restricted progression in the board have concentrated on either natural variable inside the women herself or outward factors, for example, situational and basic variables. Indeed, even though a

superior comprehension is required of the characteristic and extraneous elements which exist, neither methodology alone completely clarifies what women are encountering. The point of this paper is to investigate a portion of the issues encompassing working women and the hindrances in their career advancement. The paper additionally centers on social inclinations, sexual orientation generalizations and what associations ought to do so as to have a differing senior administration. Though in India it is regularly contended that with the country's first native and the head of the administering ideological group, women have effectively broken the discriminatory limitation. The case appears advocated with new features. Today, the quantity of women in corporate in India is expanding altogether. With additional number of women in the work power, greater business laws were established. All things considered, regardless of these enactments, the level of women in senior administration in India is generally 3% to 6%. There is a noteworthy shortage of women at the top even in organizations well known for empowering sex assorted variety. The country's second-biggest business loaning organization, ICICI bank is going by woman, Chanda Kochar and Shikha Sharma who is at the top position of third biggest banking segment, Axis bank. In any case, exemptions cannot leave a mark on the world. As far as gender improvement file, still India's 113th position out of 157 districts requests prompt and important activity for sexual orientation uniformity. This postulation exhibits the standard idea of segregation based on sexual orientation. The present investigation is an endeavor to gauge the nearness of Glass ceiling in state universities of Karnataka.

1.13.1 Concept of Glass Ceiling

In HR term glass ceiling refers to a counterfeit hindrances dependent on attitudinal or authoritative inclination keeps qualified woman and different minorities from progressing upward into senior administration level positions or circumstance where the progression of a certified individual inside the chain of importance of an association is ceased at lower level in light of some structure of separation, most regularly racism or sexism, yet since then term was coined. "Glass Ceiling" has additionally come to portray the restricted progression of the hard of hearing, visually impaired, incapacitated and matured. It is accepted to be an informal, imperceptible obstruction that anticipates women and minorities from progressing in business or obstruction to professional success an informal yet genuine hindrance to somebody's

progression into upper-level administration positions as a result of segregation dependent on the person's sex, age, race, ethnicity or sexual inclination. It is likewise characterized as an unacknowledged unfair hindrance that forestalls women and minorities from ascending to places of intensity or duty, as inside a partnership.

1.13.2 Definitions of Glass Ceiling

Fundamental of Glass Ceiling implies Glass characterizes as an unseen boundary among the individuals while Ceiling characterizes as a top or then again higher-level position. It is exceptionally comprised of the working woman in the work environment. Women are having the capacity to reach the most noteworthy positioning position however can't get it because of undetectable boundaries with them. As indicated by the Federal Glass Ceiling Commission USA, Glass Ceiling alludes to "artificial hindrances to the headway of women and minorities." These boundaries reflect separation between the individuals who flourish and those abandoned."

As per David Cottler, Glass Ceiling characterizes four particular qualities, for example,

1. "A gender or racial contrast that isn't clarified by other occupation applicable qualities of the worker."
2. "A sexual orientation or racial contrast that is more prominent at more elevated amounts of a result than at lower levels of a result."
3. "A sexual orientation or racial disparity in the odds of progression into higher levels, not simply the extents of every sex or race presently at those higher levels."
4. "A sexual orientation or racial disparity that increments throughout a vocation."

It is worried about out of line treatment and sexual orientation contrast issues confronting women in the work environment. It must be required to give comparable chances to a woman to her profession improvement and to arrive at higher-level positions. With these exceptionally negative impacts on women, what's more, the Self-regard, the biased based impediment has made a significantly bigger issue than just in the workplace. Most consider the to be roof as just being in the workplace, which is the place it initially was planned for, it has spread to include the family and others also. The obstruction inside the family unit has been viewed as the trouble a

woman has of escaping the family unit and amassing an occupation. The word "glass ceiling" was authored in a 1986 Wall Street Journal Report on corporate women by Hymowitz and Schellhorn's The glass ceiling is an idea that generally as often as possible alludes to obstructions looked by women who endeavor or yearn creating nations, the term has widened and furthermore become an issue the world over [57].

1.13.3 History of Glass Ceiling

Glass Ceiling incorporates different hindrances that anticipate the odds of qualified gifted individuals advancing higher in an association. Despite the fact that there are numerous women in the board position the number of women in the top-level positions is not many [55]. This sort of ceiling isn't attractive as it, not just hinders the person in utilizing their capability without limit yet, in addition, hampers the national development. A nation like India that is on the verge of shinning as a superpower needs to use the skill of its residents. India is wealthy in the populace and to add on to it, the populace is gifted and learned, however, the imperceptible biased based impediment makes the bothersome boundary. Conventions and assumption or preference towards women is the reason that keeps the women from getting to the top positions [56]. This is anything but an unmistakable idea as the purposes behind this obstruction differs from circumstance to circumstance and from association to association. The term 'Discriminatory constraint' picked up prominence in the 1980s. It was spearheaded in a book, "The Working Woman Report, by Gay Bryant in 1984. It was later utilized in an article on a divider road diary on obstructions to women in high corporate positions [57]. The term unreasonable impediment alludes to a fake hindrance dependent on attitudinal or hierarchical inclination that keeps qualified women and different minorities from progressing upward into senior administration level positions or circumstances where the headway of a certified individual inside the pecking order of an association is halted at a lower level due to some type of segregation, most ordinarily prejudice or sexism. It is accepted to be an informal, imperceptible hindrance that keeps women and minorities from progressing in business or obstruction to professional success into upper-level administration positions in light of segregation dependent on individual's sex, age, race, ethnicity or sexual inclination. It is likewise characterized as an unacknowledged unfair boundary that keeps women and minorities from ascending to places of intensity or obligation. Throughout the years the extent of women in the center and the lower level

administration position has expanded significantly, however the extent of women in the top administration position is lessor. It is seen that women push forward in the pecking order levels until they experience a glass ceiling that averts their probability of arriving at top-level administration positions [58]. Studies have demonstrated that women are insufficiently spoken to in the official administration and administration positions. It is said that women stand up to two sorts of worries as social situations and the corporate situation. In spite of the fact that women are considered to have walked intentionally towards the heading of correspondence towards accomplishing higher senior position, the essential truth that women don't share equivalent support and portrayal these jobs continue as before. Unpredictable, inconspicuous hindrances limit the development of women who want to move into the places of power and power [59].

1.13.4 Levels and types of Glass Ceiling barriers in Career Progression

Societal Barriers: Indian culture is as yet a traditionalist one and has not had the option to break the shackles of age-old conventions. This conventional disposition is unmistakable at an early age when a woman is settling on her instructive decisions. Indian woman is consistently at the intersection while attempting to gain ground in their profession. One significant viewpoint with regards to women's vocation movement is her family duties, extraordinarily identified with conjugal status and kid care. Marriage is a social organization and is necessary for woman in India. When hitched, she is at the desire of her better half and in-laws. Bit by bit the circumstances have improved and now spouses additionally need a working life. However, for that there is no emotionally supportive network for the working woman. Because of the ascent of family units, emotionally supportive network of grandparents has shriveled. As per Anker, woman carries with their local obligations and youngsters at the work environment, they can't gather in their work and lean toward adaptable work time, work sharing and working from home and so forth. It is the obstacles in securing the administrative positions. The Federal Glass Ceiling Commission of the United States branch of work recognized two noteworthy cultural boundaries that reason and strengthen a discriminatory limitation. The supply boundary is identified with circumstance and accomplishment. The distinction hindrance shows itself as cognizant and oblivious generalizations, partiality, and inclination identified with sex and ethnicity.

Organizational Barriers: Inevitably, the woman rejected from this casual system in the association systems, don't get the collaboration of their partners in the basic leadership process and less famous as compelling vital chiefs, regardless of whether they perform well informal groups. Women additionally increasingly focused on account of male forced strain to perform. The Federal Glass Ceiling Commission and independent research recommend that the hidden reason for the discriminatory limitation is the impression of many white men that as a gathering they are losing control and opportunity. Many centers and upper-level white male chiefs respect the consideration of minorities and women in the executives as an immediate risk to their own odds for headway. Because of this "upper-and center level white male opposition", business-based obstructions are not continually being as commandingly tended to.

Government/ Administrative Barriers: The Federal Glass Ceiling Commission pinpointed three administrative boundaries to the end of the glass ceiling. They are:

- ✚ Lack of consistent and vigorous law enforcement and monitoring.
- ✚ Weaknesses in the gathering of work-related information which makes it hard to learn the status of groups at the administrative level and to disaggregate the information.
- ✚ Inadequate revealing and spread of data applicable to glass ceiling issues.
- ✚ Government boundaries/ barriers such as quota system.

Other Barriers

This includes distinctive individual obstructions, such as

- a) Different compensation for similar work.
- b) Racial, Sexual, religious and ethnic discrimination in the work environment
- c) Lack of family-accommodating working environment approaches.
- d) Exclusion from informal systems; Stereotyping and assumptions of women's jobs and capacities; Failure of senior authority to expect responsibility for women's development; Lack of good role models; Lack of proper mentoring.
- e) Requiring extended periods for advancement, at times called the hourglass ceiling [60].

CHAPTER 2

REVIEW OF LITERATURE

2.1 Introduction

This chapter brings out the previous studies related to work-life balance and the Glass ceiling. A larger number of Indian as well as foreign articles and journals have been collected and reviewed in relation to this field to identify the research gaps. This chapter has been divided into seven sections such as work-life balance, socio-demographic variables, family related variables, work-related variables, work-family conflict, Job stress, Job satisfaction and Glass ceiling.

2.2 Work-Life Balance

Research shows the importance of work-life balance since it is related to the psychological wellbeing of an employee and also brings overall harmony in life. Work-Life Balance as stated by **Clark (2000)** is contentment and good working at work and home with a minimal role clash [8]. Whereas **Parkes and Langford (2008)** defined work-life Balance as a person's ability to meet family and work commitment as well as non-work responsibilities and other activities. These definitions for work-life balance indicate creating an acceptable situation of work and life [61]. **Carlson Et al., (2009)** in their studies on work-life balance have defined work Life balance in the aspect of the level of work-life conflict. Before the emergence of industries and the growth of economies, families were primarily involved in the production of their own consumption [62]. In the later years with the increase in industrialization and the growth in the market economies more workplaces were created outside the homes and organizations became in charge of production. As identified by **Coontz, S. (1992)** the word 'work' became synonymous with 'employment'. In general, since there were differences in family situations and in employment after the Industrial Revolution work and family activities were carried on in different places with different norms of behavior and people. Today workplaces and homes have expectations and cultures different from each other [63]. **Parsons, T & Bales (1955)** stated that because family and work are separate and since traditionally men assumed the breadwinner's role and

women assumed the homemaker's role researchers in the early stages considered as if work and family systems functioned independently [64]. As pointed out by **Katz and Kahn (1970)** studies on work and family showed open systems approach wherein researchers felt that events and activities at the workplace affected events and activities at home and vice versa [65]. **Staines (1980)** in his 'spillover theory' which is an example of an open system approach proposed that even though there are boundaries between Family and work, behaviors and emotions in one area will carry over to other areas. An employee with a bad day at work will carry over bad mood when returning home. In complimentary to spillover theory is Compensatory theory which says that there exists an inverse relationship between family and work. Here people attempt to make up for what that is missing in the other by making differing investments. Individuals whose family life is unsatisfying will try to carry out work activities that give them satisfaction and vice versa. These theories made an important point this at work and family life influence each other, therefore organizations and individuals cannot ignore one area without creating uncertainty in another. Further changes in society increased the number of people with increased responsibilities both at work and home and this necessitated further inquiry into the interdependency between work life and home life [66]. This is listed as increase in the divorce rates resulting in high number of single parents, increased women labor force participation by 22% since 1983, increased part-time work, increased nuclear families reducing support from extended families, increased interest in the quality of life outside work and increasing social value for fathers involvement at home. This interaction between work and family responsibilities brought in concern for practical and theoretical importance. Spillover and compensatory theory though proposed that work and family are interdependent were of limited use since it did not adequately predict, explain and solve the problems faced by individuals while balancing home and work responsibilities. **Zedeck (1992)** highlighted the problems of spillover and compensatory theory as limited focus and concentrates only on emotional linkages such as satisfaction and expression of frustration. The theory does not acknowledge spatial, social and behavioral connections linkage between work and family. Moreover, these theories portray individuals as reactive to the environment rather than having the ability to shape the environment. The theory also misses identifying that the key problem to maintain work-life balance is the relationship that exists between employees, families, and organizations. The way individuals mold the scope of the

activities to create personal meaning To overcome this a comprehensive theory was needed that explains the way how conflict and balance occur, predict the situation and individual characteristics resulting in conflict or balance and also provide a framework that individuals and organizations can use to maintain a balance between work and family. Work/family border theory was thus developed as a remedy to overcome the gaps of previous theories [67]. **Clark (2000)** in her theory explains how individuals manage the work and family areas and borders between them to maintain balance. Work-life balance is an indicator of the role in family and role in the workplace. Work /Family border theory explains the complex interaction between border crossers, humans transiting between family and work systems, prediction as to when the conflict will occur and has 'given a framework to attain work-life balance. The changes taking place in the Indian Economy is resulting in changes in the role of women from customary to rationalized culture has influenced women to enter into the workforce to support the family by maintaining a positive equilibrium between work and life [8]. **Bhowon (2013)** has stated that competition has driven organizations to be more responsive to changes by making employees more flexible, acclimatized and responsive to changes such as stretched work hours, workload and job stress. These changes have an effect on domestic chores, family responsibility, child and eldercare resulting in inefficiency to fulfill family obligations. **CIPD (2003);Dex and Bond (2003); DTI (2003); Felstead Et al (2002); Taylor (2001)** have stated that Research carried on in the past three decades on work-life balance has grabbed substantial attention and also concern among employees, employers as well as the scholars. Earlier studies conducted in different countries with distinct cultures have pointed out that employers and employees both experience work and family conflict [69-72]. **Karatepe (2007); Lingard & Lin (2003); Rathi & Bharath (2013); Scholarios and Marks (2004)** have shown the relationship between work and family-related conflict has been studied among employees working in different establishments such as Hotels, Hospitals, Security firms, Software firms and construction [73-76]. **Namasivayam and Zhao (2007); Karatepe (2010); Beutell (2010); Lu Et al., (2010); Choi and Kim (2012)** in their studies specifically have shown that the work-family conflict is connected to Reduced job Satisfaction, Increased employee turnover, low employee performance, and reduced employee commitment [77, 73, 78, 79]. **Zheng, C. (2015)** in their study on developing individual and organizational work-life balance strategies collected data from 700 employees in Australia and found

that individuals practicing their own work-life balance strategies exhibited better well-being, health conditions and achieved work-life balance than those do not practice [80]. **DiRenzo Et al., (2011)** Literature recognizes that employee well-being and health can be affected by many reasons such as work stress, level of job control by individual employee, work and family conflict and also the absence of organizational support along with demographic variables such as age and also gender [81]. **Dezso, C., & Ross, D. G. (2012); Glass, Cook, & Ingersoll, (2015)** in their studies show the connection between an individual's well-being and the ability to manage work-life conflict and work-life policy support. Moreover, women have enormous potential to provide to the organization and recent literature shows that women leaders are linked with great innovation, profitability, better consumer outreach and better records in corporate social responsibilities [82, 83]. Women in higher ranks also increase chances for women in lower ranks reducing overall gender discrimination. In spite of this women still, remain considerably underrepresented in leadership positions say **Stainback & Kwon (2015)** in their studies [84]. **Glass, C., and Cook, A., (2016)** have explored in their study that women contribute positively to the organizations but remain considerably underrepresented in leadership positions. They have analyzed the conditions under which women employees are promoted and also opportunities and challenges faced by them after promotion. They have also highlighted that though women are more likely to be promoted than men they often lack support and authority to achieve their goals [85]. In India growth of Higher education institutions has been rapid with the growth of the economy. As listed by UGC in its annual report of 2016, India has experienced an increased number of private and public universities, an increase in the number of diversified courses in all fields', extreme growth of student enrolment and also increase in the usage of web-based teaching. Also, reforms have been done in University academics like the implementation of a strict assessment system, additional private and government funding, research opportunities and significant growth in student enrolment. These changes are due to various factors such as demand pressures, a cultural shift in the perception in which higher education is viewed, financial pressure, structural, managerial diversity and also the changes in the university mission. This increasingly high demanding environment has resulted in increased complexity of the academic work among university academic staff. The traditional role of universities was based on teaching, research and service or administration, where the primary emphasis was on teaching and research and

administration was considered secondary. Now universities have been regarded as the place of “Knowledge society” which has reflected on the increased workload, expectations for measurable outputs of faculties, overall performance accountability and responsiveness towards societal and student needs. University faculties are said to be increasing challenges by increased workload and accountability. Research carried on in academic workloads by **Houston Et al (2006); Mohd Noor (2011)** has shown the increase of academic work as well as maintaining a balance between teaching and research since the government has embraced performance as a component for funding research budget for higher education. Studies have also shown the impact of increasing demand on stress and the work-life balance of staff. These changes illustrate the complexity of the academic area in an ever-increasing and demanding environment [86, 87]. **Hagen (2002)** points out that universities are the largest ‘knowledge-based’ institutions in the given region which are insisted by the industries and policymakers to transform their traditional roles which include teaching and research by including an additional crucial role in economic regional development. This tells us that University academics or studies are expected to help economic regeneration by spreading their expertise and knowledge through industry-linked partnerships. Nevertheless, each party i.e Government, University Management, policymakers, and society should understand that too many demands on the university staff can result in vagueness in terms of academic roles and can lead to work conflict [88]. Lack of role clarity results in role ambiguity and conflict which has a definite impact on the achievement of personal goals as well as organizational goals. This results in employee anxiety, dissatisfaction and also organizational ineffectiveness. Multiple roles at the workplace by university academics along with pressure from organization and community are considered to be a significant factor that influences their state of work-life balance which in turn triggers their professional attitudes such as Job satisfaction, Organizational commitment and decision to leave the organization. **Buddhapriya (2009)** considered the effect of family duties on the vocation choices of women experts and examined the kind of work-life bolster they experience from their manager. The investigation was led on 121 women experts crosswise over various levels. The investigation uncovers that pledge to family obligation and absence of sex touchy arrangements by businesses are obstructions that influence (women experts) vocation progression as they are making profession exchange offs as a result of the family obligations [89]. **Reeshad Et al (2009)**

analyzed inside the individual structure of employment execution, with an accentuation on the connection between Organizational citizenship conduct (OCB) and counterproductive work conduct (CWB), utilizing two experience test thinks about with influence driven wonders that show extensive inside the individual variety. Results demonstrate that inside individual emotional powers on OCB were autonomous of those on CWB-and the two marvels were themselves autonomous. Whenever coordinated at an association (as opposed to an administrator or collaborators), both were, nonetheless, related (inside individual) to one another and to generally speaking employment execution [90]. **Hammed (2008)** analyzed the connection between stress, social help, and work/family clashes for 200 working women from the instructing and medicinal services callings. The engaging examination uncovered that there is a noteworthy distinction between youthful and elderly people women in the degree of stress experienced, and there is no critical distinction among junior and ranking staff they would say of work/family struggle [91]. **Nandan (2009)** analyzed obstructions and difficulties of 40 working women in the high rungs of the vocation stepping stool. Results uncovered that women need to go far to accomplish equivalent rights and position as conventions are profoundly established in Indian culture [92]. **Kahweiler (2008)** advises the Organizational Development Community about a few parts of wide and differed zone of work-life that appear to be exceptionally significant to specialists. It was recognized that there is a scarcity of writing on work-life focused on explicitly to O.D. experts [93]. **Roberts (2008)** inspected the idea of work-life balance through a more extensive idea of the transient measurement than essentially constrained quantitative thoughts. The investigation recognized a working example to suit the different and multi-dimensional aspects of their ways of life which effectively improved Work-life balance [94]. **Cousins and Varshney (2009)** inspected social, political and specialized issues to increment efficiency and Work-life balance. The investigation thought about various methods for sorting out physical space, controlling openness and overseeing life space advances. The investigation recommended that universal processing conditions and systems can be intended to bolster Work-life joining and division. Results uncover that universal figuring conditions will in general help clients' inclinations for obscured or characterized limits while encouraging their prosperity and sentiments of fulfillment in both work and life. Offices incorporate adaptable interfaces, keen wearable gadgets, area the executives, multi-organize get

to, setting mindfulness, the capacity of sense, etc [95]. **Jennings, Douglad (2007)** made the work-family interface model and system into a business enterprise hypothesis. The model expresses that women business visionaries experience more prominent work-family strife, adapting systems and show elite by adjusting both work and family jobs [96]. **Hechanova (2008)** analyzed work-life balance in the Philippine for male and female job and authority characteristics. The outcomes uncover that activities to enable specialists to accomplish more noteworthy work-life parity exist [97]. **Moore (2007)** concentrated on how chiefs and laborers gathering endeavors to keep up an adequate work-life balance. The outcomes uncover that, even though the majority of the organization's work-life balance activities center around the chiefs, and the directors show more prominent steadfastness to the organization, the laborers are better ready to accomplish work-life balance. The administrators center more on accomplishing status and the laborers on close to home fulfillment [98]. **Powell and Greenhaus (2006)** utilized an applied model proposing a choice procedure that individuals follow in occurrences of work-family struggle. The discoveries recommend that the use of prompts speaks to positive associations with significant job senders in the work and family areas [99]. **Sharma and Jyothi (2006)** analyzed the connection between employment fulfillment and life fulfillment of 120 educators working in the University of Jammu. The exploratory and corroborative investigation uncovers that activity fulfillment and life fulfillment are emphatically related to one another and furthermore equal in their impact [100]. **Moshavi and Koch (2005)** inspected privately-run companies work-family clashes confronting nonfamily representatives by analyzing the reception of work-family rehearses in the family – claimed firms. The outcomes uncovered that adaptable booking game plans decrease work-family clashes [101]. **Jeffery, Nathan, Marcie (2005)** reports a meta-scientific trial of a two-dimensional work stressor system regarding stressors' associations with strains, inspiration, and execution. Prevention stressors had a negative direct impact on execution, just as the negative backhanded impact on execution through strains and inspiration. Challenge stressors had a positive direct impact on execution, just as counterbalancing roundabout impacts on execution through strains (negative) and inspiration (positive). Results propose research and practice could profit by recognizing among test and obstruction stressors [102]. **Liz Doherty (2004)** investigate the viability of work-life balance activities in helping women's advancement to senior administration and furthermore investigates the principle

boundaries to women's movement and features the extended periods related to administrative jobs as a serious issue [103]. **Spector, Et. al (2004)** look at work-family stressors, work hours, and prosperity. Results uncover that there is a solid positive connection between work hours and work-family stressors. In the examination, work-family stressors identified with expanded employment fulfillment and diminished prosperity. The test was found to work for extended periods, the greater part of them have kids, and report the most astounding activity fulfillment [104]. **Lockwood (2003)** expressed that the test of work-life equalization is ascending to the top of numerous businesses' and representatives' awareness. In the present quick paced society, human asset experts look for choices to emphatically affect the main concern of their organizations, improve representative resolve, hold workers with profitable organization learning, and keep pace with working environment patterns. Three elements worldwide rivalries, individual lives/family esteems, and maturing workforce-presents difficulties that intensify work/life balance. Creator proposes organizations to exploit factors by utilizing work/life activities to increase an upper hand in the commercial center [105]. **Marian, Patricia, Kate, Sara (2002)** inspected the connections between numerous life jobs, prosperity, and administrative abilities in two investigations of administrative women. Subjective results recommended that the jobs women play in their own lives give mental benefits, passionate counsel and backing, practice at performing multiple tasks, important foundation, chances to enhance relational aptitudes that upgrade viability in the board job. Quantitative outcomes demonstrated that different job responsibilities decidedly identified with life fulfillment, confidence, and self-acknowledgment. Duty to numerous jobs was moreover identified with relational and task-related administrative aptitudes [106]. **Madjar, Oldham, Michael (2002)** inspected relations between imaginative execution and the degree to which representatives get support for innovativeness from both work and non-work sources. Likewise saw that workers' disposition states intervened the help innovativeness relations and innovative character qualities directed these relations. Result demonstrates that work and non-work bolster made critical, free commitments to innovative execution. A positive state of mind intervened these relations, and in representatives with less inventive characters reacted most decidedly to non-work support [107]. **Manus Et al, (2002)**, inspected utilized mother's encounters of work-family issues. The outcomes uncover that higher-level occupations relied on conjugal status, family requests and salary.

Hitched women with lower family requests, what's more, higher earnings detailed less casual help, however, were increasingly happy with formal work-family arrangements and appraised them as increasingly significant. This was identified with higher work/family, yet lower family obstruction with work (Family/work), and higher employment and family fulfillment [108]. **Parasuraman, Stews (2001)** watched the effect of work and family job attributes on the work-family struggle, and pointers of mental prosperity among independently employed and authoritatively utilized women. Results uncovered that business type has autonomous primary impacts on a few factors, for example, self-rule, plan adaptability at work, workplace inclusion, work fulfillment, then those jobs in associations [109]. **Yang, Chen, Choi, Yimin, (2000)** has given contrasts in qualities about work and family time among Americans and Chinese. The research saw that Americans experience more noteworthy family requests, which had a more prominent effect on work-family strife, though the Chinese experienced more prominent work requests. Results from the examination uncovered that work requests did not vary fundamentally between the two nations and did not have a more noteworthy impact than family requests on the work-family struggle in china [110]. **Clark, (2000)** presented work/family outskirts hypothesis between the areas of work and family. The hypothesis tends to how space reconciliation and division, fringe creation and the executives, fringe crosser support, and connections among border crossers and others at work and home impact work/family balance [8]. **Balmforth, Gardner (2006)** analyzed 75 representatives, and expressed that there is a relationship between work-family assistance (WFF), family-work help (FWF), work-family strife (WRC) and family-work struggle (FWC) were essentially related to work fulfillment and full of feeling hierarchical duty, and WFF was additionally identified with authoritative citizenship conduct. This exploratory article uncovers that both WFF and FWF were adversely identified with the turnover aim [111]. **Chalofsky (2008)** states that one way to deal with changing and inserting humanistic values in the association culture is through work-life arrangements and projects. Projects, for example, the "100 Best Companies to Work For" have made work-life societies as being synonymous with others conscious, representative agreeable associations [112]. **Greenhaus, Powell (2006)** characterized work-family advancement as the degree to which encounters in a single job improve personal satisfaction in the other job. The article gave a hypothetical model on work-family improvement and offers a progression of research recommendations that

reflect two ways to enhancement: an instrumental way and an emotional way [113]. **Buddhapriya (2005)** characterized work and life balance from a business point of view. The examination recognizes that on one hand the capacity of the representative to adjust pressure, work and life obligations is legitimately identified with working environment issues like inspiration, resolve, profitability and non-appearance [114].

2.3 Socio-Demographic variables and work-life balance

Anitha and Muralidharan, (2014) Considered that statistic components like age, pay, instructive capability, experience, kind of family and life partner working, affect work-life equalization and business-related variables like objective situated work, working hours, expanded advantages, methods for transportation office likewise have impact of level of work-life parity of advertising experts [115]. **Smith & Gardner, (2007)** Directed an overview comprised of four areas covering WLB activities, authoritative factors, result factors, and statistic data. It has additionally discovered that there is an absence of mindfulness about accessible work-life balance activities in the division [116]. **Higgins Et al. (1994)** Analyzed the effect of sexual orientation and life cycle organize on three parts of work-family struggle (for example job over-burden, impedance from work to family and obstruction from family to work). The outcomes demonstrated huge contrasts for sexual orientation and life cycle. Women detailed encountering fundamentally more prominent job over-burden than men [117]. **Loscocco (1997)** Discovered that there was sex asymmetry in the porousness of the limits among work and family lives. Family barged in additional on work among women and work interrupted more on family among men [118]. **Milkie and Peltola (1999)** Discovered that women and men report comparable degrees of accomplishment in adjusting work and family and sorts of work-family tradeoff [119]. **Carlson and Kacmar (2000)** Discovered that work centrality made a differentiation to the way work-family hardship was experienced. It was found that when work was particularly central to the individual, ancestors from the family space altogether influenced family impedance with work and when the family was regarded more, the work territory 42 heralds significantly influenced work block with family [120]. **Hill Et al. (2001)** Uncovered that sexual orientation direction was not identified with work-family alter exhibiting that individuals report relative elements of work-family balance [121]. **Wesley and Muthuswamy (2005)** They moreover did not find any sex

differentiates in the experience of work to family or family to work struggle and battled 40 that it was in light of the fact that the budgetary resources were as of now being used to pay for the nuclear family practices which earlier women expected to do and also, men had furthermore started to share some work at home [122]. **Hsieh Et al. (2005)** looked into the perspective of Taiwan hotel overseers regarding work-singular life balance and its relationship to various measurement factors, for instance, sexual direction and matrimonial status, and did not find any essential differentiations among male and female executives, nor there do any tremendous complexities among married and unmarried male/female boss [123]. **Grzywacz Et al. (2007)** their objective was to broaden the cognizance of how culture adds to the occasion and results of 39 work to family struggle. The examination surveyed conjectures drawn from creating models underscoring the effect of social characteristics, for instance, network and sexual direction conviction framework on work-family battle. It was found that outcast Latinos uncovered uncommon work and family struggle [124]. **Rajadhyaksha and Velgach (2009)** additionally found that women experienced on a very basic level higher family obstacle with work interestingly with men. At any rate, there were no important differences among individuals in the experience of work obstacles with family [125]. **Bharat, (2003); Komarraju (1997); Rajadhyaksha and Bhatnagar (2000); Sekaran (1992)** All in their investigation have pointed out that Manager's backings, director bolster both assume a significant job in empowering WLB activities. Expanding support of women in specialized, proficient, and administrative positions have likewise been joined by a relentless development in double worker families [126, 127, 128, and 129]. **Baral, R, and Bargava, S (2011)** as per the cooperation of women in the work power in sexually unbiased businesses is improved by assorted variety and comprehensiveness arrangement [130]. **Burke (2002)** has focused on that when work does not allow women to deal with their family, they feel miserable, baffled and disappointed. They draw tight limits among work and family and they don't care for one intersection the other [131]. **Fisher and Layte (2003)** Consider three particular arrangements of proportions of work-life balance, viz. extent of leisure time, the cover of work and different components of life, and the time went through with other individuals [132]. **Wallace and Cousins (2000)** Audit have featured different issues, for example, age, sex, life-cycle organize, ethnicity, citizenship and childcare game plans which additionally merit consideration [133].

2.4 Family associated variables and work-life balance

Family-related factors, for example, life partner support, work hours of the spouse, couple's business status, number of youngsters, parental duties and home obligations have been examined and introduced underneath.

Allen. (2001) Clarified how the segments of a family steady workplace can affect representative employment practices and demeanors [134]. **Grzywacz Et al. (2007)** observed a more noteworthy expertise assortment to be associated with more work to family strife [135]. **Butler Et al. (2005)** detailed that abnormal state of everyday power overwork was related to the abatement in day by day level of work-family struggle and increment in day by day level of work-family assistance [136]. **Mayo et al. (2008)** Proposed that high command over undertakings can help accomplish a decent work-life balance as it is full of feeling authoritative practice that can give chiefs adapting assets [137]. **Schieman and Galvin (2008)** likewise secured a negative relationship of position independence with work to home clash [138]. **Suchet and Barling (1986)** In an investigation of bury job strife, companion backing, and conjugal working found that help from one's better half may help utilized moms adapt to their very own inter role struggle, as spouses' steady conduct and disposition may help in decreasing the contradicting job requests on, and unreasonable job desires for utilized moms [139]. **Loerch Et al. (1989)** inspected the connections among family space factors and three wellsprings of a work-family struggle for the two people. Family area factors analyzed included time-based, strain-based, and conduct based forerunners, family interruptions, and job association. The outcomes demonstrated that the time-based predecessors (number of youngsters, mate work hours, couple's business status) were not fundamentally identified with any type of work-family struggle for men or women [140]. **Adams Et al. (1996)** Made and attempted a model of the association between work and family. The results suggested that bigger measures of family energetic and instrumental assistance were connected with lower measurements of family intruding with work [141]. **Frone Et al. (1997)** revealed that family-related help (mate and other relatives) may lessen family to work struggle by decreasing family trouble and parental over-burden [142]. **Macky and Boxall (2008)** revealed that the capacity to settle on a choice and act self-governing was contrarily

associated with work-life irregularity. Studies demonstrate that work-family struggle and family-work strife have a negative and huge connection with mental prosperity [143]. **Raiden and Raisanen (2013)** as indicated by them women and men similarly experience work-home obstruction due to increasingly basic commitment to the budgetary prosperity and the consideration at home [144]. **Clark (2000)** Portrayed work-life balance as fulfillment and great working at work and home, with the least job strife. As it were, it is normal that when struggle diminishes, balance increments [8]. **Haar, 2013; Mesmer-Magnus and Viswesvaran, (2005)** Negative connections were found between work-family struggle and life fulfillment and between family-work strife and life fulfillment. These discoveries were predictable with research brings about the writing [145, 146]. **Greenhaus et al., (2002); Haar et al., (2014)** Observational proof demonstrates that the two kinds of contention can negatively affect work and family life and that this thus impacts physical wellbeing and mental prosperity [147, 148].

2.5 Work-Related variables and Work-Life Balance

The connection between business-related factors, viz. task assortment, task self-sufficiency, task multifaceted nature, job strife, work plan adaptability, number of hours worked and work-life balance/work-family struggle have been contemplated and introduced underneath.

Greenhaus et al. (1989) inspected various sorts of workspace weights as wellsprings of work-family strife among two vocation couples. The outcomes demonstrated that work job stressors (job strife and job equivocalness) represented a critical part of the fluctuation in the time-based and strain-based clash for the two people. The assignment attributes (self-rule and multifaceted nature) were observed to be related to work-family strife and were to some degree more grounded for women than for men [149]. **White et al. (2003)** examined the impact of chosen superior practices (evaluation frameworks, bunch working practices, and execution related compensation) and working hours on work-life balance. The outcomes demonstrated that negative occupation to-home overflow expanded with extra hours worked and to a comparative degree for the two people [150]. **Voydanoff (2004)** Built-up a model the results exhibited that time-based solicitations (work hours and extra work without notice) and strain-based solicitations (work vulnerability and time weight) are

strongly associated with work to family struggle [151]. **Frye and Breugh (2004)** Family-friendly systems and explaining to a solid executive were found to have a negative association with work-family battle while hours worked was determinedly related .concerning family-work difficulty, explaining to an unfaltering supervisor was insightful of such conflict and was unfavorably related to such conflict [152]. **Macky and Boxall (2008)** declared that delegates working longer hours are will undoubtedly report an increasingly vital ungainliness in the work-life relationship. Five high affiliation factors (for instance ability to choose decision and act independently, information course of action, rewards, data of the action and gathering working) were seen to be conversely compared to work-life inconsistency [153]. **Mayo et al. (2008)** reviewed the effects of schedule control and occupation self-rule on two sorts of work home employment darkening: tolerating business-related contact outside of normal work hours and bringing work home. It was found that arrangement control and occupation self-rule were connected even more strongly with work home employment clouding in the structure getting business-related contact, and these models were significantly more grounded for men [154]. **Steiber (2009)** Found that time touchy work solicitations were solidly associated with the experience of work-family hardship both among women 51 and men. Long working hours, working non-day plans or at parts of the bargains and remaining at work recent hours at short see ('bizarre work hours') exhibited an irritating effect on the struggle, with long and unsocial hours being more unequivocally related to time-based conflict than to strain-based conflict [155]. **Drew and Murtagh (2005)** broke down the experience and attitude of female and male positioning executives towards work-life balance. The examination was grasped in an important Irish relationship, for which work-life equalization was an imperative corporate objective. The finding of the examination was that most conspicuous tangle to achieving work-life equalization was essentially the "broadened timeframes" culture, which benefitting oneself of versatile options (for instance vital planning/working from home) is incongruent with holding a senior organization post [156]. **Butler et al. (2005)** examined 91 gatekeepers used in non-capable occupations for 14 days about their movement characteristics and work-family struggle. Results exhibited that there was a basic step by step assortment in work to family battle (WFC) and work to family help (WFF) that was obvious from step by step work characteristics. Progressively conspicuous consistently demands were connected with addition in a step by step measurements of WFC and higher 47

components of step by step control at work were connected with a reduction in a step by step measurements of WFC [158]. **Schieman and Glavin (2008)** examined the effects of schedule control and occupation self-rule on two kinds of work home employment clouding: tolerating business-related contact outside of conventional work hours and bringing work home. It was found that arrangement control and occupation self-rule were connected even more unequivocally with work home employment darkening in the structure getting business-related contact, and these models were much more grounded for men [158]. **Todd (2004)** has discovered that unsupportive supervisors, overwhelming outstanding tasks at hand and corporate societies that advance extended periods of work are generally supporters of the predominance of work-life struggle [159]. **Noronha S. and Aithal P.S. (2017)** have contemplated about the lawful and arrangement system for accomplishing work-life balance in associations and have expressed the points of interest from the work-life equalization practices to the associations, representatives, and families [160].

2.6 Work-Family Conflict and Work-Life Balance

The accompanying written works are looked into in the course of Work-Family Conflict and Work-Life Balance. **Kinnunen and Mauno (2007)** Accumulated data from a case of 501 agents working in four affiliations, i.e., city and social therapeutic administrations, delivering for passages, a bank, and a general store. The results showed that check from work to family was more inescapable than impedance from family to work among the two sexual orientations. In any case, there was no sexual direction differentiates in experiencing either work to family or family to work battle [161]. **Baral (2010)** in an examination of 485, 37 agents working in a varied relationship in India found that working individuals in India experience more work-family improvement than the work-family battle. It was furthermore found that there was no sexual direction differentiates from the delegate perspective on work-family improvement [162]. **Wesley and Muthuswamy (2005)** in an examination of 230 teachers in a structured school in Coimbatore, India, found that work to the family conflict was more inescapable than family to work battle, likewise exhibiting that vulnerability of work into the family was more than the permeability of family into work [122]. **Frye and Breugh (2004)** attempted a model of antecedents (usage of family-friendly techniques, boss help, number of hours worked, having tyke care

obligation) and results (occupation and family satisfaction) of work-family battle and family work struggle. It was found that the number of work hours, the use of family-obliging techniques and explaining to an unfaltering boss were judicious of work-family battle [152]. **Gutek et al. (1991)** coordinated an assessment using two separate instances of used people with families, a productively picked trial of examiners and a volunteer case of managers. The outcomes demonstrated that the two sorts of saw work-family struggle (work impedance with family and family deterrent with work) were unmistakable and by and large self-ruling of each other. The all-inclusive community saw fewer family obstacles with work than work impedance with family [163]. **Frone et al. (1997)** Inspected the integrative model of work-family interface utilizing an example of 372 utilized grown-ups who were hitched or potentially guardians, the discoveries bolstered the backhanded proportional connection between work to family and family to work strife. Family to work struggle was found to have a roundabout impact on work to family strife [164]. **Williams and Alliger (1994)** discovered that work meddled with family more than family meddled with work in an investigation of 41 all-day working guardians [165]. **Eagle et al. (1997)** Discovered that work and family limits were lopsidedly penetrable with work to family struggle being essentially more pervasive than family to work strife [166]. **Grzywacz and Marks (2000)** developed an all-inclusive conceptualization of the work-family interface and recognized critical compares of different parts of the work-family flood. The examination used the data from used adults checking out the National Survey of Midlife Development in the United States (N = 1,986). The revelations showed that work and family factors that energized headway (decision scope, family support) were connected with progressively positive and progressively positive flood among work and family [167]. **Pleck et al. (1980)** in an audit examination of workers found that an extensive minority of masters living in families experienced conflict among work and family life. Watchmen point by point more conflict than various couples. Express working conditions, for instance, over the top hours at work, arranging and physically or rationally mentioning were connected with experiencing work-family difficulty, which therefore was related to diminished business satisfaction and bliss with life when all is said in done [168]. **Kim and Ling (2001)** considered the sources and sorts of work-family difficulty among 102 married Singapore women representatives. The antecedents inspected included work hours, work plan unbending nature, work stressors, number and time of children and family support. The outcomes inspected

included work satisfaction, life satisfaction, and matrimonial satisfaction. Results demonstrated that the number of hours worked, work stressors (work battle and worries over cash related quality of business) and work routine immovability were earnestly related to work-family difficulty [169]. **Luk and Shaffer (2005)** Made and attempted

an all-inclusive model of the work-family interface that considered both inside and across space impacts on battle radiating from the work and family territories. The delayed consequences of the examination on 248 couples with youths showed that workspace stressors, i.e., time obligation to work and work employment wants were gigantic positive markers of work impediment with family (WIF) [170]. **Kinnunen and Mauno (2007)** broke down the ordinariness, heralds, and consequences of work-family battle. Family territory factors (closeness of children and business status of partner) essentially uncovered the family to work hardship and explained 9% of progress for men and 22% for women. Workspace factors (throughout the day work, poor organization relations and low components of expert dependability) were seen to be the best markers of work to family conflict, yet only for women. Family to work battle was found to have negative outcomes on family success, and work to family difficulty on the thriving at home similarly as at work [171]. **Keene and Quadagno (2004)** assessed two issues, the associations of work characteristics, family qualities, and work-family flood to perspective on work-family equality and models of sex direction qualification' versus 'sex likeness' using 1996 General Social Survey (GSS), and 1992 National Study of the Changing Work Force (NSCW). The GSS assessment demonstrated that work demands, for instance, the amount of 59 hours worked each week and work flood into family life was the most astounding markers of assumptions of disparity for women and men, crediting support to sex closeness exhibit [172]. **Grzywacz et al. (2007)** Discovered that both the level and the predecessors of work to family struggle varied by sex. The more prominent physical remaining task at hand just as progressively visit unbalanced stances and tedious developments were connected with more prominent work to family strife among women. For men, more prominent ability assortment and more noteworthy mental requests have corresponded with more work to family strife [124].

2.7 Work-life balance, Job stress, and Job satisfaction

The accompanying written research is surveyed with regards to Work-Life Balance and Job pressure, stress and Job Satisfaction.

Lakshmi et al. (2011) his examination highlighted the issues related to work-life equality of women in an educational association and the components that choose work-life balance. The leading body of informative establishments ought to know about this status of working women and periodically review the status. They can make solid conditions to help these women with accomplishing work-life balance. Furthermore, environmental planning calls for organizing the physical working environment with individual laborer's needs and objectives to give them a a better nature of work--life [173]. **Rajendran & Theiler (2012)** Because of the well-archived connection among stress and wellbeing, the impact of employment weight on prosperity was likewise researched wherein seen occupation stress (risk and weight type stressors) was found related with less fortunate work-life parity and expanded clash between scholastics' work and individual lives. Seen work danger type pressure made a more grounded commitment and was a noteworthy indicator of work-life parity and work-life struggle scores than saw employment weight type pressure. Seen work danger type worry among scholastics was additionally a noteworthy indicator and related with more unfortunate prosperity and expanded sick being, however, seen occupation weight type pressure was not identified with scholastics' prosperity or sick being [174]. **Miryala & Nagapriya (2012)** highlighted the need for accepting work-life balance courses of action for teachers instructing at different measurements. In light of the assorted segments especially regarding government and private foundation educators, the assessment proposed a suitable methodology for work-life balance. Quality of work life has direct relates to cost caused by agents whether by inflow or overflowing. With learning leave an association, the repercussions for the association go far past the liberal costs of enlisting and planning substitutions and there is an imperative fiscal impact when an affiliation loses any of its fundamental specialists, especially given the data that is lost with the delegates' flight [175]. **Zedeck (1992)** Speculated that elevated amounts of apparent employment weight pressure and occupation risk pressure would foresee expanded degrees of work-life strife and diminished degrees of work-life balance [176]. **Fisher (2000)** examined a few

theorized connections between standard proportions of occupation fulfillment and ongoing impact while working. She found that there are critical relationships between's influence measure and employment fulfillment. Also, she recommends that the association should attempt to improve the feelings and states of mind of their representatives at work which may satisfy in better work frames of mind [177]. **Punia & Khosla (2009)** Discovered that in the instruction segment coordinated effort system is utilized in greater part measurements of hierarchical job pressure which connotes that in this segment individuals wish to remain strife and peaceful as it is straightforwardly connected with the educator execution in

and outside the study hall which is a vital part of their authoritative condition [178]. **Fatima & Sahibzada (2012)** investigated the determinants of work and life irregularity as for male and female college instructors and saw that accomplice support, partner backing, and employment assets are decidedly connected with the work-life balance while out of line analysis at occupation is adversely connected with work-life balance The factors, accomplice support, childcare obligations, senior reliance, and associates backing have distinctive impact when broken down by male and female college educators as free variables[179]. **Nadeem & Abbas (2009)** led an investigation in Pakistan to dissect the connection between work-life and employment fulfillment. Information is gathered from 157 representatives of open and private division through a poll. Information is investigated through Correlation, Regression, and Descriptive examination. The exploration results demonstrate that work overburden does not impact work fulfillment and there is a positive relationship that exists between Job self-governance and employment fulfillment [180]. **Fatima & Rehman (2012)** Led research to look at job equivocalness and job strife impact on worker's activity fulfillment just as leaving expectation. Information is assembled from 120 educators from Rawalpindi and Islamabad colleges in Pakistan. SPSS and Regression Analysis are utilized to break down the information. The outcomes demonstrate that activity job strife and job vagueness are contrarily identified with occupation fulfillment and emphatically identified with employment leaving expectations [181]. **Gayathiri & Ramakrishnan (2013)** led concentrate to research the idea of the nature of work-life and to break down the nature of the relationship it has with occupation fulfillment. The outcome demonstrates that the idea of work-life quality is multidimensional and it impacts worker's utilization of aptitudes, information,

association with other and proficient communication and joint effort. A positive relationship exists between occupation fulfillment and nature of work [182]. **Yadav & Dabhade (2013)** Led research to investigate the relationship that exists between work-life parity and employment fulfillment of the working women. The test is gathered from the instruction segment and banking segment. Information is gathered from 150 women workers 75 women from every area. Validness of information is dissected through the utilization of standard deviation. The outcomes show that work-life parity and employment fulfillment share noteworthy relationships [183]. **Goyal K & Agrawal A. (2015)** have attempted to find the issues related to managing the capable and singular presence of laborers in the banking industry. The significant objective of the examination was to recognize unequivocal issues and troubles in work-life balance in the banking industry and to propose measures to improve work-life balance [184].

2.8 Glass Ceiling

The issues-based Glass ceiling issues have been generally considered by scientists around the globe. Most investigations of the Glass ceiling have been talked about underneath.

Rivers, Caryl and Rosalind C. Barnett (2013) have additionally contended that gender-based discrimination has advanced into unobtrusive signs. As indicated by the "It has gone underground, where it is progressively unobtrusive, harder to spot, and regularly more perilous than the old in-your-face inclination" [185]. **Sandberg Sheryl (2013)** additionally urges women supervisors to request their privileges. As per her women will, in general, respond genuinely to circumstances where cool useful thinking is required. She encourages women not to feel bashful to approach – regardless of whether for increases in salary or testing assignments. To be sure her recommendation to women is to 'incline toward' their professions. Sandberg herself head working official of the person to person communication site Facebook has turned into a job symbol for those wishing to prevail in the business. Women progressively are said to attempt to imitate her. The colossal effect that she has made is frequently alluded to as the 'Sandberg Effect [186]. **Shambaugh, Rebecca (2008)** Points out that anyway quantifiably 33% of Fortune 500 chiefs are women yet women address barely five percent of the top laborers among authorities. As shown by

Rebecca Shambaugh, the clarification behind this 37 irregularity is the low respect of women themselves. For Shambaugh, the veritable check to women's progress is not a biased based impediment rather it is that women power calling blocks upon themselves that shield them from climbing [187]. **Reskin and Padavic (1994)** have recommended that an unreasonable impediment applies to women everything being equal, just as on account of minorities of both genders (1994: 82). If the hindrances on the headway of women are uniform all through a vocation then that is sexual orientation segregation and not explicitly biased based impediment separation [188]. **Wright and Baxter (2000)** have seen the differential pace of advancements at work as the deciding component of an unattainable rank. In a reaction to commentators Erik Olin Wright of the University of Wisconsin-Madison and Janeen Baxter of the University of Queensland, emphatically safeguard their decision of imbalance in advancement chance as the characterizing trait of the discriminatory limitation. As per the women in the executives routinely face obstructions to advancements and a portion of these impediments are as immediate segregation while others are incorporated with the institutional structure and social condition. Further, women face disservice concerning the decision of occupation, compensation, and distinction [189]. **Ferree and Purkayastha (2000)** and **Wright and Baxter (2000)** feel that the term allocates a particular case of dynamically scattered insult. It is an immediate aftereffect of this that appropriate criteria ought to be developed for recognizing it. They have fought that the biased confinement should be perceived through raised isolation at the bigger measures of regulatory chains of significance rather than simply the total effect of tireless partition in headway transversely over various components of managerial movements [190, 191]. **Baxter Janeen (2000)** From the University of Tasmania and Erik Olin Wright of the University of Wisconsin-Madison, has analyzed the discriminatory limitation analogy, both in its strict restricted sense, just as in a progressively broad sense relating to a progression of bars to a woman's vocation development since she is a woman, to check whether it is all around uncontrolled and material. As shown by the makers "general-case" one-sided based hindrance hypothesis communicates that it is more persistently for women than men to get progressions to accomplish upward components of intensity levels of leadership inside workplaces and that the inconveniences in calling that women face as for men also increase as they climb the ladder. By the day's end isolation in headways reliant on sexual direction ends up being progressively uncommon at bigger measures of the

action movement [192]. **Lerner Helene (2006)** Cases to be a "straightforward guide" for women to push forward in their callings. This book offers a guide for putting it all on the line to achieve calling destinations. She has spread out six 'action steps' which reveal how through putting it all on the line advantageous decisions and decided risks a woman can make a "definite hop" to advance. The book depicts instances of defeating the misfortune of productive women brave people. As demonstrated by Lerner, women need to make sense of how to actualize their real potential and improve their certainty through discerning effort on their part [193]. **Stone Pamela (2008)** explores the miracle of women giving up their callings when they are doing outstandingly in their employments. According to Stone, the veritable inspiration driving why women much of the time 'pick' to leave their callings is because as a general rule they are left with no other choice. It is their undertaking to decide the circumstance of their various mentioning obligations. She also holds the "privatized" nuclear families accountable for this crisis. Inspecting the conditions of productive women who quit their callings, Stone sees that stopping is the eventual outcome of push and draw factors – being pushed by the work feature and pulled by the family – the woman is left with no choice anyway to choose. Stone tendencies the necessity for elective definitions for calling to take into its overlay the different employments that a woman needs to execute [194]. **Johnson (2008)** gives a utilitarian proposition for how women could get past the unattainable position. Johnson points out that only seven of the Fortune 500 associations have a woman as CEO or President, and around 20 percent of them don't have any women at all in the upper organization. Johnson's suggestion is proposed for women who are not gaining ground in their jobs or are essentially beginning their callings. According to her, women should make sense of how to go to bat for themselves and be available to change. The book has parts with smart titles, for instance, "The Alphas and the Betas: Personality Types," "A Feminist Says What, etc which layout adventures for women to win in their occupations [195]. **Mullany, Louise (2011)** says that ignoring the advances made by women in various purposes for living that were already the male zone, they are yet unfit to break oppressive imperative like deterrents in the progression of their calling. Mullany looks at exchange among language and sexual direction in the workplace. She sees how individuals use language particularly to mastermind workplace substances [196]. **Austin, Linda (2001)** contends that the reason so a couple of women are to be found in top administrative or expert positions is the thing that she calls the "deliberate"

"mental unattainable rank" that impacts the choices of women including those relating to their vocations. Austin at that point proceeds to identify eight "life-characterizing decisions" that as per her decide "a definitive level" of achievement of a woman in the association. As indicated by the creator the reason most women are underachievers in the work environment is because of restrictions that women place upon themselves to adjust to the more extensive social desires for them. This as per the creator is a mental discriminatory limitation, which impacts each choice women make in their lives [197]. **Noronha, S., & Aithal, P.S. (2016)** In their examination have endeavored to look at if there exists any separation in Indian political circumstance and moreover attempted to find the conditions required for women to get such positions [198]. The examination indisputably demonstrates that work-life balance is slanted towards work and less in close to home parts of representatives. Representatives in this way are settling on their own time for the consummation of business-related undertakings which irritates the work-life balance. Research studies recommend that work-life balance may change at various stages in the life cycle of a person's vocation life. Subsequently, associations are relied upon to have an adaptable and liberal methodology for guaranteeing the correct equalization. In my further examination, it is trusted that building up another work-life parity scale, inspecting the connections of this idea to strife and life fulfillment factors, and contrasting biased based impediment issues and people will add to the work-life balance writing and will pioneer different investigations to be completed in this field in the Indian setting.

CHAPTER 3

RESEARCH DESIGN

3.1 Introduction

Research is the systematic and scientific search for appropriate information on a specific topic. Research is also considered an art of scientific analysis. Some individuals contemplate research to an extent from the known to the unknown. It is a journey of discovery. The methodology of the research specifies the general arrangement of organizing the method for collecting valid and dependable data for the problem under analysis. It is a science of learning how research is supported out scientifically. It is considered to be very important in research as it explains the whole process of the learning adopted by the researcher. A research methodology is a system of rules, principles, and procedures that guides the scientific investigation. It is the method to analytically solve the research problems. Women are the incarnation of all divine virtue on earth with the blessings of purity on them from the almighty. A distressing fact is that the prevalence of patriarchy system in Indian culture has prevented women from accepting crucial roles in the Society. The Social Structure kept men unjustifiably superior planting the seeds for paternal bias, powerlessness, vulnerability, crimes and dependence of women in the society. Right from the medieval period, women were confined to the domestic works such as cooking, fetching water, feeding cattle, milking cows, washing, helping family occupations like agriculture, pottery, poultry, farming, animal husbandry, etc. Women were discriminated in the areas of nutrition, education, health care, employment, social status, and decision making. Social transformation through education and industrialization has empowered women to find a suitable place for themselves in society. The process of empowerment built personal assertions, self-esteem, confidence, security, political participation, education, gender equity, legal awareness and autonomy among the women in general. The Twenty-first century with the socio, economic and legal changes have extended the part of women from domestic confinement to employment exploration empowering them to hold offices of repute in

the fields of politics, judiciary, defense forces, police, administration of giant organizations, Aviation, banking, hospitals, entertainment, cinema, media, medicine, engineering, health care, auditing, legal profession, civil service, teaching and research activities. Indian women have redefined their limits in life by stepping into the performance of the roles which were traditionally reserved only for men. The performance of women in administrative decision making shows that they are not lagging but keeps the pace of moving ahead with the globalized competitions. Women are more confident and firm in the matter of choosing any profession they like to explore their skills and talents to the fullest utility. Socio-cultural changes compelled the families to explore the career options of girl child in par with men. Society started accepting the working women and supported them to continue their careers even after marriage which changed the outlook of the social system towards women. Women started to accept challenging professions passing through a severe selection process empowering further by training and development. Globalization intensified competition in work and increased employer expectations which compelled the employees to work for long hours, carry home assignments, long travels, customer engagements, marketing the products, branding and facing rigid competition in every phase of work. Here men find it comparatively easy to fulfill these expectations as the society defined their role to be working outside the home. But for women, along with domestic roles of taking care of a spouse, children and aging parents the performance of work with high phase caused mental stress and role conflict. As a result, women sacrifice their jobs and opt for fulfilling domestic commitments or end up with lower pay and lesser opportunities for career advancement. Research studies on working women conducted in developing countries have reported equalitarianism in family responsibilities between the spouses but in the Indian context, the domestic responsibility mainly lies on the women rather than upon men. The social expectation upon the women's responsibility towards family puts her into a dilemma in giving predominant consideration either for career or for family resulting in the work-life imbalance. The role conflict among women exists always with varying intensities. The nation is projecting for women empowerment and gender equity on one side but women are forced to surrender their career aspirations for the sake of family on the other side. Social and domestic expectations have forced women to sacrifice their career advancement for the interest of their families. Work-Life Balance (WLB) involves the interaction between the commitments for paid work with any

organization and the unpaid work responsibilities of the family, community and personal development. Work-life has become a major issue faced by employed women in daily life. The level of balance maintained in this regard varies from women to women. Work-Life Balance drastically impacts the decision making, productivity and administrative capacity of all types of workers including skilled and unskilled employees at all levels. Generally, the social, economic and demographic factors have intensively influenced the personal and professional lives of women. From the previous literature, one can say that Work-Life Balance is not of recent origin. The Industrial Revolution introduced during the second half of the eighteenth century has brought in changes in the employment scenario and the working environment introduced a new explanation to the perception of Work-Life Balance. The topic gained momentum over the years with the advancement of women into the corporate world when social expectations continued with the view that women are constrained majorly to family commitments. The stereotyped social stigma that men have the sole right to work outside and women to take up family care along with household chores have curtailed women from excelling in her interesting career. Work-Life Balance is forming a productive and creative work culture to reduce the imbalance caused between the work and other portions of an individual's lives. It is considered to be the combination of appropriate employment opportunities, supporting organizational systems and supportive management. It creates the right combination of participation in paid work governed based on working conditions with the other aspects of the personal lives of employees. In a more generally held view work-life balance is the flexible work strategies to achieve a proper balance between Work and Personal Responsibilities. Widespread education and industrialization have intensified the competition and economic sustainability has become a challenge putting pressure upon all the family members to work to augment income. In this regard, the need to maintain congenial working conditions where employees could be able to balance work with their personal desires has become an important factor for the organizations to retain its efficient workforce and to improve organizational productivity. Globalization and changing trends in employment have redefined the work as pleasure and passion. Along with the problem of Work-Life Balance faced by women they are also the victims of "Glass Ceiling" which is known to be the unseen barriers that prevent women from climbing the ladder of hierarchy in the profession. Despite the entry and participation of women in varied professions and making their

presence felt in varied fields, they are deprived of opportunities to excel in many professions. Moreover, access for women to higher levels of organizations is limited in the male-dominated society causing under-representation to women at higher levels of hierarchy. The International Labour Organisation (ILO) on International Women's day reported that despite women entering the Global market in huge numbers, they still face massive unemployment rates and wage discrimination compared to men. ILO Statistics (2004) reported that women continue to rise in the administrative positions but the speed of development is slow, uneven and discouraging. Presently, women are not fully exposed to the corporate world even though some women are performing operative roles many are kept away from the administrative positions.

The Education sector is one of the prime sectors in India. The educational market presently Appreciated at US\$ 100 billion which is likely to double to US\$ 180 billion by 2020 (Exchange Rate INR 1 = US\$ 0.015 as on January 4, 2018). The school section gives 52 percent, higher education funds 15 percent, textbook, e-learning, allied services contribute 28 percent, and vocational education contributes 5 percent of the market extent respectively. India stands in the global levels in education empowered with its 1.5 million schools, 751 Universities with 35,539 colleges which are growing in number every day. India has the biggest higher education structure in the world with almost 35.7 million students registered for higher education during 2016-17. India is the second-largest marketplace for E-learning next to the United States. The distance education marketplace is anticipated to grow at 11 percent Compound Annual Growth Rate in 2016-2020. The government aims to raise the enrolment ratio to 30 percent by 2020 by boosting the distance education system in the country. The educational sector is estimated to grow intensively to have the world's prime tertiary age population and second-largest graduate talent source at a global level by 2020. Educational Sector as a service sector provides ample opportunities to women for employment and career prospects. Women employees in the education sector can productively serve and fulfill the organizational expectations only when the employer adopts positive Work-Life Balance strategies in the educational institutions. Now higher educational institutions are working out schemes ensuring Work-Life Balance to attract and retain women employees. A successful work-life balance facilitates women to achieve their personal goals. Work-Life Balance initiatives help in building a balance between the commitments women

possess with workplace, family, friends, community and personal interests. The Integrated Work-Life Balance policies will work as a means to reduce employee attrition and enhance the quality of life of the women employees. Today, work is viewed to be the source for personal satisfaction rather than a mere means to earn income. Maintaining a balance between Work and Life plays a vital role in the attainment of personal ambitions and professional goals. There is a need to inspect and solve various issues existing in the forefront due to dynamic work culture and competitive work scenarios. A conducive and discrimination-free work environment should be generated where women can use their energy and efforts emotionally, intellectually, physically and spiritually for the prosperity of mankind. Work-Life Balance and Glass ceiling have gained momentum over the period due to the increase in the problems of health, monotony, harassment, divorce, desertion, extramarital affairs, stress, depression, adultery, mental disorders, suicide and crime in the individual levels and low productivity and efficiency in the organizational levels. With the increase in the number of women employees in the educational sector, the concept of work-life balance and glass ceiling is becoming a more relevant branch of learning in the twenty-first century.

3.2 Theoretical Framework of the Study

Research shows the importance of work-life balance since it is related to the psychological wellbeing of an employee and also overall harmony in life. Work-Life Balance is contentment and good working at work and home with a minimal role clash. Work-life Balance has also been expressed as a person's ability to meet family and work commitment as well as non-work responsibilities and other activities. These definitions for work-life balance indicate creating an acceptable situation of work and life. The majority of the revisions on work-life balance have defined work-Life balance in the aspect of the level of work-life conflict. Before the emergence of industries and the growth of economies, families were primarily involved in the production of their consumption. In the later years with the increase in industrialization and the growth in the market economies more workplaces were created outside the homes and organizations became responsible for production. Because family and work are separate and since traditionally men assumed the breadwinner's role and women assumed the homemaker's role researchers in the early

stages considered as if work and family systems functioned independently. Studies on work and family showed an open systems approach wherein researchers felt that events and activities at the workplace affected events and activities at home and events and activities at home affected events and activities at the workplace. ‘Spillover theory’ which is an example of an open system approach proposed that even though there are boundaries between Family and work, behaviors and emotions in one part will carry over to other areas. In complimentary to spillover theory is the Compensatory theory which says that there exists an inverse relationship between family and work. Here people attempt to make up for what that is missing in the other by making differing investments. Individuals whose family life is unsatisfying will try to carry out work activities that give them satisfaction and vice versa. Spillover and compensatory theory though proposed that work and family are interdependent were of limited use since it did not adequately predict, explain and solve the problems faced by individuals while balancing home and work responsibilities. Work/family border theory was thus developed as a remedy to overcome the gaps of previous theories. This theory explains how individuals manage the work and family areas and borders between them to maintain balance. Work-life balance is an indicator of the role in family and role in the workplace. Work /Family border theory explains the complex interaction between border crossers, humans transiting between family and work systems, prediction as to when the conflict will occur and has ‘given a framework to attain work-life balance. The changes taking place in the Indian Economy is resulting in changes in the role of women from customary to rationalized culture has influenced women to enter into the workforce to support the family by maintaining a positive equilibrium between life and work. Previous research has stated that competition has driven organizations to be more responsive to changes by making employees more flexible, acclimatized and responsive to changes such as stretched work hours, workload and Job Stress. These changes affect domestic chores, family responsibility, child and eldercare resulting in inefficiency to fulfill family obligations. The relationship between work and family-related conflict has been studied among employees working in different establishments such as Hotels, Hospitals, Security firms, Software firms, and construction. Studies specifically have shown that the work-family conflict is connected to Reduced job Satisfaction, Increased employee turnover, low employee performance, and reduced commitment of the employees. Increasing individual and organizational work-life balance plans

exhibited better well-being, health conditions and achieved work-life balance than those do not practice. The literature recognizes that employee well-being and health can be affected by many reasons such as work stress, level of job control by individual employee, work and family conflict and also the absence of organizational support along with demographic variables such as age and also gender.

These studies show the connection between an individual's well-being and the ability to manage work-life conflict and work-life policy support. Moreover, women have enormous potential to provide to the organization and recent literature shows that women leaders are linked with great innovation, profitability, better consumer outreach and better records in corporate social responsibilities. Women in higher ranks also increase chances for women in lower ranks reducing overall gender discrimination. Even after all of this women still, remain considerably underrepresented in leadership situations. In India development of Higher education institutions has been rapid with the development of the economy. India has experienced an increased number of private and public universities, an increase in the number of diversified courses in all fields', extreme growth of student enrolment and also increase in the usage of web-based teaching. This increasingly high demanding environment has resulted in increased complexity of the academic work among university academic staff. The traditional role of universities was based on teaching, research and administration, where the primary emphasis was on teaching, research and administration were considered secondary. Now universities have been regarded as the place of "Knowledge society" which has reflected on the increased workload, expectations for measurable outputs of faculties, overall performance responsibility, and responsiveness towards student needs and societal needs. University faculties are said to be facing increasing challenges by increased workload and accountability. Research carried on in academic workloads has shown the increase of academic work as well as maintaining a balance between teaching and research since the government has embraced performance as a component for funding research budget for higher education. Studies have also shown the impact of increasing demand in higher education on stress and the work-life balance of staff. These changes illustrate the complexity of the academic area in an ever-increasing and demanding environment. Universities are the largest 'knowledge-based' institutions in the given region which are insisted by the industries and policymakers to transform their traditional roles

which includes teaching and research by including an additional crucial role in economic regional development.

This tells us that University academics or studies are anticipated to help economic restoration by spreading their expertise and knowledge through industry-linked partnerships. Nevertheless, each party like the Government, University Management, policymakers, and society should understand that too many demands on the university staff can result in vagueness in terms of academic roles and can result in workplace conflict. Lack of role clarity results in role ambiguity and conflict which has a definite impact on the attainment of personal goals as well as organizational goals. This results in employee anxiety, dissatisfaction and also organizational ineffectiveness. Multiple roles at the workplace by university academics along with pressure from organization and community are considered to be a significant factor that influences their state of work-life balance which in turn triggers their professional attitudes such as Job satisfaction, Organizational commitment and decision to leave the organization.

Thus the present study concentrates on the Education sector with special reference to state Universities of Karnataka. The review of the literature has provided several insights into the concept of work-life balance and Glass ceiling. The inference taken from the previous studies is that work-life balance and glass ceiling is a very important concept in all sectors, particularly in the Education sector. It has been observed in various studies that there is a linkage between work-life balance and the overall growth of Individuals and the sustainability of the organizations. This research is an attempt to study the work-life balance and glass ceiling among women teachers of state universities in Karnataka. A study of this nature has not been identified especially in the state universities in the review of the literature.

This study would further provide adequate information if socio-demographic variables influence work-life balance. It is an attempt to identify if these variables influence work-life balance in state universities of Karnataka. Karnataka being a hub for the education sector and people of this state have their distinct characteristics. This study thus is an attempt to determine the work-life balance and glass ceiling levels in this sector. The research has further attempted to identify the association and influence of challenges on work-life balance, its impact on Job satisfaction, Family satisfaction, Organizational commitment and employee performance, coping

strategies, Legislative and Legal provisions enabling work-life balance and proceed towards a predictive model. Since a study of this nature has not been identified in the state of Karnataka concerning this sector, this study will add value to the knowledge of work-life balance and glass ceiling theoretically and would be useful in bringing balance in the life of individuals and universities.

3.3 Scope of the Study

The Research design is exploratory and descriptive in nature. This research aims to understand the various issues, opportunities, and challenges connected with Work-Life Balance and Glass Ceiling faced by the women employees working in the Education sector in the state of Karnataka and to develop a predictive model on work-life balance. The theoretical framework of the study attempts to identify various challenges that influence work-life balance. The challenges that influence work-life balance can be categorized under three heads namely individual, family and organizational. The impact of work-life balance on job satisfaction, Organizational Commitment, Family Satisfaction, and employee performance has also been identified. Coping strategies or the practices adopted by women, Legislative policies enabling women in maintaining work-life balance have been considered. The existence of the Glass ceiling and its relationship with work-life balance is identified in the study.

3.4 Objectives of the Study

By considering the concepts of Work-Life Balance and Glass Ceiling of Women faculties in state Universities of Karnataka, objectives set forth for the study may be broadly be stated as below.

1. To analyse the Socio-Demographic status of the respondents and its influence on Work-Life Balance.
2. To measure the work-life balance among Women teachers of State Universities in Karnataka.
3. To review the challenges faced by women in maintaining a work-life balance.

4. To find out the impact of work-life balance on job satisfaction, Organizational commitment, Family Satisfaction, and Employee performance.
5. To identify the practices and strategies towards maintaining a work-life balance.
6. To identify the Legislative provisions enabling work-life balance.
7. To measure the existence of the Glass Ceiling and its Relationship with work-life balance.
8. To Provide suggestions enabling women employees to maintain work-life balance and reduce Glass ceiling.

3.5 Hypotheses of the Study

Based on the above objectives following Hypothesis have been formulated:

- ❖ H₁1: There is an association between Socio-Demographic variables and work-life balance.
- ❖ H₁2: There is a relationship between challenges faced by women and work-life balance
 - H₁2 (a): There is a relationship between challenges due to Individual factors and Work-life Balance
 - H₁2 (b): There is a relationship between challenges due to Family factors and Work-life Balance.
 - H₁2 (c): There is a relationship between challenges due to Organizational factors and Work-life Balance.
- ❖ H₁3: Work-life balance has an impact on Job Satisfaction.
- ❖ H₁4: Work-life balance has an impact on Organizational commitment.
- ❖ H₁5: Work-life balance has an impact on Family satisfaction.
- ❖ H₁6: Work-life balance has an impact on Employee Performance.
- ❖ H₁7: There is a relationship between work-life balance and coping strategies adopted by women.
- ❖ H₁8: There is a relationship between work-life balance and legislative provisions.
- ❖ H₁9: There is a relationship between the Glass ceiling and Work-life balance.

3.6 Research Methodology

3.6.1 Sample Design

The motivation behind the genuine research is to distinguish qualities or parameters of the population. The population is the total of all components that offer a certain arrangement of normal attributes for the purpose behind the examination study.

3.6.2 Population and Sample Frame

The population for this study is women teachers working in State Universities of Karnataka. As per the University websites and the Administrative office, 530 women teachers are working in the state universities. This includes all the women teachers in the 27 state universities of Karnataka. Thus the entire population is selected as the sample respondents for the study. The data is collected from 530 respondents from the sample universities. The entire population is considered for the study. Hence sampling technique is not applicable. When the questionnaires were thoroughly checked, 57 questionnaires were half-filled 51 were not returned and therefore, these questionnaires are excluded from the study. A final 422 sample respondents were included for further analysis.

We have considered state universities listed by the University Grants Commission, a statutory organization of the Government of India which coordinates, determines and maintains standards of teaching, examination and research in the university Education in the year 2016-2017. Out of 28 state universities we have selected 27 universities based on the following criteria:

- The universities are listed by the University Grants Commission.
- The Universities must have their domicile in Karnataka
- Only State Universities are selected for the study
- The Universities must have teaching and classes carried on in the main campus

Based on the above criteria, the following State Universities of Karnataka are selected

Table 3.1: List of State Universities selected for the Study

1	Akkamahadevi Women's University.
2	Bangalore University
3	Bengaluru Central University
4	Bengaluru North University
5	Davangere University
6	Gulbarga University
7	Kannada University
8	Karnataka State Law University
9	Karnataka State Open University
10	Karnataka University
11	Karnataka Veterinary, Animal and Fisheries Sciences University
12	Karnataka Folklore (Janapada University)University
13	Karnataka Sanskrith university
14	Karnataka State Rural Development and Pachayath Raj University
15	Karnataka State Dr. Gangubhai Hangal Music and Performing Arts University
16	Kuvempu University
17	Mangalore University
18	University of Mysore
19	Rani Channamma University, Belgaum
20	Tumkur University
21	University of Agricultural Sciences, Bangalore
22	University of Agricultural Sciences, Dharwad
23	University of Agricultural Sciences, Raichur
24	University of Horticultural Sciences, Bagalkot
25	Vesveswaraiah Technological University
26	Vijayanagara Sri Krishnadevaraya University
27	National law school of India University

Source: University Grants Commission (UGC) [199]

3.6.3 Inclusion Criteria

- All the State University Women teachers married, single, divorced, or widowed with and without children working full time.
- All the State University Women teachers working as Professors, Associate Professors, and Assistant Professors.

3.6.4 Exclusion Criteria

- Men are excluded from the study.
- Non-Teaching, Technical and Office Staffs.
- Health Sciences University.

3.7 Sources of Data

The study focuses on primary as well as secondary data.

3.7.1 Primary Data

Primary data is collected with the help of the Questionnaire method. To identify the relationship between Challenges such as Individual, Family and Organizational and work-life balance, as well as impact of work-life balance on Job Satisfaction, Organizational commitment, Family satisfaction and employee performance, coping strategies adopted by respondents, Legislative and Judicial intervention, existence of glass ceiling and its relationship with work-life balance the validated questionnaire is designed based on extensive Literature review. The structured questionnaire has been distributed to women teachers of State Universities of Karnataka who had the designations of Assistant Professor, Associate Professor, and Professor.

3.7.2 Secondary Data

The secondary data is derived from Journals, Books and Published University databases on the internet, etc. The study period is from 2010- 2019.

3.8 Design of the Questionnaire

A Self-administered questionnaire was used to collect the data from the sample respondents. The questionnaire consists of seven parts:

1. In the first part of the questionnaire, the demographic profile of the respondents is collected by using the details such as Age, Qualification, Designation, Total Experience, Experience in the present college, Department, Marital status,

Parental Responsibility, Number of children, Age of children, Family Type, Family size, Income(Monthly), Hours worked per day.

2. In the second part of the questionnaire, Work-life Balance is measured by nine variables. Here the demographic variables will be considered to find an association with work-life balance and test Hypothesis 1. If at least one of the demographic variables shows an association with work-life balance the Hypothesis H1 will be accepted.
3. The third part of the questionnaire focuses on the challenges faced by women in maintaining a work-life balance. Under the factor Challenges, domains such as Individual, Family and Organizational domains are considered. The obtained mean scores are classified into three levels as Low, Moderate and High. The higher the score more is the challenge. Here Hypothesis 2 will be tested. Since there are three domains the Hypothesis 2 is divided into three sub Hypothesis H_{12(a)}, H_{12(b)}, H_{12(c)} and tested.
4. In the fourth part of the questionnaire, the impact of work-life balance on four categories such as Job Satisfaction, Organizational commitment, Family satisfaction, and employee performance are examined. The obtained Mean scores are classified into three levels as Low, Moderate and High. The higher the score, the more is the impact. Here the Hypothesis H₁₃, H₁₄, H₁₅, H₁₆ will be tested.
5. In the fifth part of the questionnaire, the individual coping strategies adopted by women towards maintaining work-life balance is studied by identifying 10 items. The obtained Mean scores are classified into three levels as Low, Moderate and High. The higher the score, the more is the level of coping by the respondents. Here the hypothesis H₁₇ is tested.
6. In the sixth part of the questionnaire, Legislative and Judicial Interventions enabling work-life balance is studied with the help of six questions. The obtained mean scores are classified as Low, Moderate and High. The higher the score, the better is the work-life balance. Here H₁₈ is tested.
7. In the seventh and the last part of the questionnaire, the existence and the Relationship of the Glass ceiling with work-life balance are studied. The obtained mean scores are classified as Low, Moderate and High. The higher the score, the higher is the Glass ceiling. Here the H₁₉ is tested.

3.9 Tools and Techniques Used in the Study

The above-discussed variables are hypothesized in the proposed model and examined the relationship by using descriptive statistics, Karl Pearson correlation coefficients, Fisher's exact test, and backward regression analysis. The response was collected for each component by using a 5-point Likert scale (1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree). For each respondent, work-life balance and glass ceiling among the women faculties in State universities of Karnataka is measured in three scales as low, moderate and high respectively. The reliability and validity of the questionnaire are examined Cronbach alpha coefficient test. Most of the researchers consider an alpha above 0.70 to be an acceptable level with which to measure the scale of reliability (Nunnally, 1978; Sekaran, 2003). Overall the questionnaire has 74 items with five variables.

A pilot study is carried out for a sample size of 53. The Pilot study is conducted to evaluate the reliability of the instrument, time, expenditure, etc and improve the study design before executing a full-scale research project. From the pilot study, it was found that the scale used in the study is appropriate and reliable. The result of the pilot study is presented in the reliability test section.

Descriptive analysis is done to know the nature and spread of the data. The Chi-square test and Fishers Exact test is used to know the relationship between demographic variables and work-life balance. Multiple regression analysis is also used to assess the impact of Individual factors, Family factors and organizational factors on work-life balance. In regression analysis, the work-life balance is the dependent variable and challenges such as Individual factors, Family factors, and organizational factors are the independent variables. Further, to know the relationship, the Karl Pearson correlation coefficient technique is used.

3.10 Reliability Test

Work-life balance has been studied extensively in various occupational environments. However, the published studies exploring women faculties of state universities is not extensive. Women Faculties perform a wide variety of roles both at the workplace and at home and each role requires different capabilities, skills, and proper balancing. The

role stresses cause burnout and it widely affects concern, trust, interest, and well-being of the employees.

The present study investigates the work-life balance and glass ceiling faced by women faculties in State universities of Karnataka. 422 women faculties of 27 state universities constitute the sample for this study. A pilot study was conducted with 53 (10% of the sample size) respondents to test the reliability of the questionnaire. The sample respondents are selected based on random sampling from the sample units. The Estimates of reliability were conducted for the variables such as level of work-life balance, challenges due to Individual factors, Family factors and Organizational factors, the impact of work-life balance on job satisfaction, organizational commitment, family satisfaction and employee performance, Individual coping strategies, Legislative and Judicial Provisions, and the Glass ceiling. Cronbach's alpha technique was used to estimate the reliability of the questionnaire. The result of the test is presented in Table 3.2.

Table 3.2. Results of Reliability Test

S. No	Variables in the Questionnaire	No. of Items	Cronbach's Alpha
1	Work-life Balance	9	0.927
2	Challenges –Individual, Family, Organizational	22	0.904
3	Job Satisfaction	5	0.841
4	Organizational Commitment	8	0.902
5	Family Satisfaction	4	0.908
6	Employee performance	6	0.923
7	Coping Strategies	10	0.778
8	Legislative and Judicial Provisions	6	0.867
9	Glass Ceiling	4	0.765
	Overall	74	0.867

Source: Primary source

Cronbach's Alpha test was developed by Cronbach Lee in the year 1951 to find the reliability of the instrument used in research works. This technique is widely used in the existing literature and the values are expressed between 0.00 and 1.0 range. A

value 0.0 indicates no consistency, whereas a value of 1.0 shows perfect consistency in measurement. A value of 0.70 and above is acceptable range and it shows the reliability of the instrument.

Table 3.2 shows the results of the reliability test. Overall Cronbach’s Alpha is 0.867 and above 0.70 for all the variables therefore, it is concluded that the measures used in the instrument are valid and reliable. Based on this result, the study is further continued for the collection of data from the sample respondents of women faculties.

3.11 Proposed Model of the Study

The empirical research shows the existence of various models of work-life balance. These empirical models are guiding research and practice and are practical support for further research. Alam et al. (2009) developed the Working Hours Model [31]. The Career Progression Model proposed by Aseidu- Appiah et al. (2014), Emotional Exhaustion Model by Yavas et al (2008), Work Commitment model by Azeem and Akhtar (2014), Job Satisfaction model proposed by Nikkhah et al (2013) are the models developed and practically proven through research [31-35]. Based on the issues presented in these models a new Work-life balance framework is developed in this study. The predictors of the proposed model are presented below:

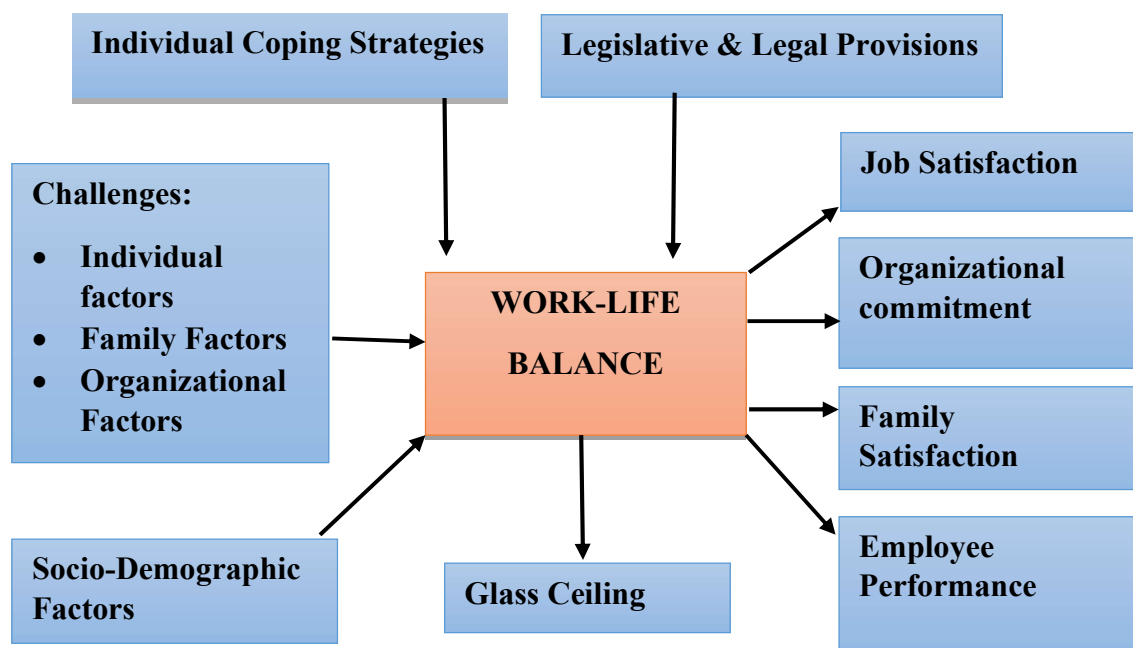


Figure 3.1 Proposed Work-Life Balance Model for Women Teachers of State Universities.

This proposed model is empirically tested among the women faculties in State universities of Karnataka with the sample size of 422. From the series of regression analysis and correlation matrix, the proposed relationships in the model are tested. Hypothesis relating to the relationships are tested and proved with strong evidence.

3.12 Limitations of the Study

The study is restricted only to the women faculties of selected state universities of Karnataka. The present study has adopted an adequate methodology, and accordingly, the inferences are made. But every research has its own limitations due to time involvement, economy and some other factors. This study suffers from the following limitations.

- The study is limited to State Universities of Karnataka domicile. Even though there are Central Universities, Private Universities and deemed to be universities, the study is restricted to 27 state universities because of the time constraint.
- The study is restricted to Women Faculties of Arts, Commerce, Law, and Management Science, Education, Engineering and Physical Education. Health Sciences sector is excluded as the nature of work and working conditions differ from sector to sector and hence the results cannot be generalized.
- The sample drawn in the study includes the entire population since the size is small and hence no sampling technique is applicable.

3.13 Chapter Scheme

This study is organized into six chapters. The description of each chapter is presented below:

Chapter 1: Conceptual Framework on Work-life Balance and Glass ceiling

This chapter discusses approaches to define Work-life Balance, theories on work-life Balance, work-life Balance Models, Challenges faced by women employees, effects of work-life imbalance, Definition of the glass ceiling, strategies to cope with work-life Imbalance are discussed.

Chapter 2: Review of Literature

This section presents the literature into six parts. In the first part, literature related to demographic variables and work-life balance is presented. In the second part, Family-related variables and work-life balance are stated. In the third part, work-related variables and work-life balance are studied. In the fourth part, work-family conflict and work-life balance related literature are reviewed. Work-life balance and Job stress and Job Satisfaction are studied in the fifth part. Literature related to the Glass ceiling is presented in the sixth section.

Chapter 3: Research Design

The first chapter deals with the research design of the study. The design includes an introduction, statement of the problem, objectives of the study, and hypotheses of the study, data sample and methodology, sampling, result of reliability test, the proposed model for the study, the scope of the study, limitations of the study.

Chapter 4: Result and Discussion –Part I

Relationship of Socio-Demographic variables, Level of work-life balance, Association between socio-demographic variables and work-life balance and Challenges faced by Respondents

This chapter discusses the association Socio-demographic variables and work-life balance, the level of work-life balance and the challenges faced by women faculties under three domains such as Individual factors, Family Factors, and Organizational factors through descriptive analysis, Karl Pearson correlation coefficient and regression analysis are discussed.

Chapter 5: Result and Discussion- Part II

Impact of Work Life Balance, Coping Strategies, Legislative and Judicial Provisions and Glass ceiling

This chapter also includes the discussion of the mean score and the impact of work-life balance on job satisfaction, Organizational commitment, Family satisfaction, and employee performance. This chapter also discusses the level of Individual practices and strategies adopted by women and the level of Legislative and Judicial Provisions enabling work-life balance. Discussion of the existence of the glass ceiling and its relationship with work-life balance is also done here. The results of descriptive statistics, Karl Pearson correlation coefficient is discussed.

Chapter 6: Results of the Proposed Model

The results of the proposed model for work-life balance and the sub-model for the demographic variables, challenges, Impact, Coping strategies, Legislative and Judicial Provisions and Glass ceiling faced by women faculties are discussed in this chapter.

Chapter 7: Findings and Conclusion

In this chapter, we sum up our study by discussing the major findings of the fourth, fifth, and sixth chapter. The conclusions are drawn based on findings and suggestions.

References

This includes the references made in the study derived from secondary data that helps in identifying, formulating and solving the research problem.

Annexure

It incorporates a survey confined for the study, factors name, reliability statistics, the discriminant scores of the given information, drafted Questionnaire and values for the given set of information.

CHAPTER 4

RESULTS AND DISCUSSION- PART I

4.1 Introduction

This chapter deals with the results and the discussion of the primary data that was collected from the women teachers of state Universities of Karnataka. The results and discussion are based on the objectives and hypotheses formulated in the study. This chapter is divided into sections analyzing and interpreting socio-demographic details of the respondents, Level of Work-Life Balance, Association of socio-demographic variables with work-life balance and challenges faced by women teachers in maintaining a work-life balance, Impact of work-Life balance on Job satisfaction, Organizational commitment, Family satisfaction and employee performance, Practices and strategies adopted by women in maintaining work-life balance, Legislative policies enabling work-life balance and the glass ceiling faced by respondents. Data was collected from 422 women teachers working as Assistant Professors, Associate Professors, and Professors in the state universities of Karnataka. SPSS 20.0 version has been used for coding and analysis. Descriptive statistics like frequency, mean, percentage, median, chi-square, Fisher's exact test, correlation analysis, and Regression analysis have been used to analyze the data. Research Objectives and Hypothesis formulated for the study have been analyzed and proved in this chapter.

4.2 Socio-demographic details

In Order to realize Objective 1: To analyse the socio-demographic status of the respondents and its influence on Work-life balance, data was collected from the sample respondents with the help of a self-administered questionnaire on the Age, Residence Type, Dwelling Place, Income (Monthly), Qualification, Department, designation, Total experience, Experience in the present college, Hours worked per day, marital status, Family type, Parent Responsibility, Family Size, Number of dependents, Number of children and Age of Children. The socio-demographic status of the respondents influences the working culture and the lifestyle of the Indian Families. Modernization, Industrialization and also urbanization have brought in the changes in the lifestyle of employees. This chapter makes an analysis of the socio-

demographic details of the respondents. Socio-demographic profile of the respondents include Age, Residence Type, Dwelling place, Monthly Income, Qualification, Department, Designation, Total Experience, Experience in the present college and Hours worked per day, Marital status, Family type, Parent Responsibility, Family Size, Number of dependents, Number of children and the Age of Children. This data has been analyzed under three tables namely table 4.1, table 4.2 and table 4.3.

4.2.1 Socio-Demographic variables- Age, Residence type, Dwelling place, Income (Monthly) and Qualification

Analysis of Socio-Demographic variables such as Age, Residence Type, Dwelling Place, Income(Monthly), Qualification, is shown in table 4.1.

Table 4.1: Socio-Demographic variables-Age, Residence type, Dwelling place, Income (Monthly) and Qualification

Variables		Count	Column N %
Age	<30 yrs.	110	26.1%
	31-35	86	20.4%
	36-40	124	29.4%
	41-50	95	22.5%
	>50	7	1.7%
	Total	422	100.0%
Residence Type	Rural	45	10.7%
	Urban	377	89.3%
	Total	422	100.0%
Dwelling Place	Own House	314	74.4%
	Quarters	23	5.5%
	Rented	85	20.1%
	Total	422	100.0%
Income (Monthly)	< 50,000	232	55.0%
	50,000 – 1,00,000	124	29.4%
	Above 1,00,000	66	15.6%
	Total	422	100.0%
Qualification	PG-NET/ SLET	291	69.0%
	Ph.D.	36	8.5%
	Post Doc	95	22.5%
	Total	422	100.0%

Source: Primary Data

Age: 26.1% of the respondents were below 30 years. 20.4% belonged to the age group of 31-35 years, 29.4% of them belonged to the age group of 36-40 years, 22.5% of them belonged to the age group of 41-50 years and a small percent i.e. 1.7% belonged to the age group of 41-50 years. The majority of the respondents fall in the age group of 36-40 years.

Residence Type: 10.7% of the respondents were residing in the rural area, 89.3% resided in the urban area. It can be seen that the Majority of the respondents reside in urban areas.

Dwelling Place: 74.4% of the respondents resided in their own house, 5.5% stayed in the Quarters and 20.1% of the respondents stayed in the rented house. The majority of the respondents resided in their own house.

Income (Monthly): 55.0% of the responded have shown that they belong to the income (monthly) group that is < 50,000, 29.4% of the respondents fall in the income of 50,000-100,000 and 15.6% of the respondents have income >100,000. The highest percentage of the respondents have income which is <50,000.

Qualification: 69.0% of the respondents PG- NET/ SLET as their qualification, 8.5% have done their Ph.D. and 22.5% of the respondents are Post Doc holders. The majority of the respondents have Post graduation- NET/SLET as their qualification.

4.2.2 Socio-Demographic variables- Department, Designation, Total Experience, Experience in the present college and Hours worked per day

Analysis of Socio-Demographic variables such as Department, Designation, Total experience, Experience in the present college and Hours worked per day are shown in Table 4.2.

Table 4.2: Socio-Demographic variables- Department, Designation, Total Experience, Experience in the present college and Hours worked per day

Variables		Count	Column N %
Department	Arts & Commerce	115	27.3%
	Law and other	58	13.7%
	Management	106	25.1%
	Science	143	33.9%
	Total	422	100.0%
Designation	Assistant Professor	270	64.0%
	Associate Professor	93	22.0%
	Professor	59	14.0%
	Total	422	100.0%
Total Experience	< 2yrs	44	10.4%
	2 - 5	103	24.4%
	6 - 10	71	16.8%
	11 - 15	95	22.5%
	16 - 20	87	20.6%

	Above 20	22	5.2%
	Total	422	100.0%
Experience in the present college	< 2yrs	117	27.7%
	2-5	159	37.7%
	6-10	82	19.4%
	11-15	35	8.3%
	16-20	15	3.6%
	Above 20	14	3.3%
	Total	422	100.0%
Hours worked per day	<8 Hrs	137	32.5%
	8 - 10Hrs	229	54.3%
	10 - 12Hrs	35	8.3%
	Above 12Hrs	21	5.0%
	Total	422	100.0%

Source: Primary Data

Department: 27.3% of the respondents are from the department of Arts & Commerce, 13.7% of the respondents are from Law, Education, and Physical Education department, 25.1% of the respondents are from the Management department and 33.9% are from Science department. The majority of the respondents are from the science department.

Designation: 64.0% of the respondents are Assistant professors, 22.0% are Associate Professors and 14.0% of the respondents are Professors. This shows that the Majority of the respondents are Assistant Professors.

Total Experience: 10.4% of the respondents have said that they have a total experience of < 2 years, 24.4% of the respondents have 2-5 years of total experience, 16.8% of the employees have the total experience of 6-10 years, 22.5% of the respondents have 11-15 years of total experience, 20.6% of the respondents have total experience of 16-20 years and 5.2% of the respondents have total experience of above 20 years. The majority of the respondents have a total experience of 2-5 Years.

Experience in the present college: 27.7% of the respondents have < 2 years of experience in the present college, 37.7% of the respondents have experience in the present college between 2-5 years, 19.4% have 6-10 years of experience in the present college, 8.3% of the respondents have 11-15 years of experience in the present college, 3.6% of the respondents have 16-20 years' experience in the present college and 3.3% have experienced above 20 years in the present organization. The majority of the respondents have Experienced in the present college between 2-5 years.

Hours Worked per day: 32.5 % of the respondents have a workload of fewer than 8 hours, 54.3% of respondents work for 8-10 hours per day, 8.3% of the respondents work for 10-12 hours per day and 5.0% of the respondents work for more than 12 hours per day. The majority of the respondents work for 8-10 hours per day.

4.2.3 Socio-Demographic variables- Marital status, Nature of Family, Parent Responsibility, Family Size, Number of dependents, Number of children and Age of Children

Analysis of Socio-Demographic variables such as marital status, Family type, Parent Responsibility, Family Size, Number of dependents, Number of children and Age of Children is shown in table 4.3.

Table 4.3 Socio-Demographic variables- Marital status, Nature of Family, Parent Responsibility, Family Size, Number of dependents, Number of children and Age of Children

Variables		Count	Column N %
Marital status	Single	87	20.6%
	Married	319	75.6%
	Separated	16	3.8%
	Total	422	100.0%
Family type	Joint	110	26.1%
	Nuclear	312	73.9%
	Total	422	100.0%
Parental Responsibility	No	133	31.5%
	Yes	289	68.5%
	Total	422	100.0%
Family Size	1-2	35	8.3%
	3-4	242	57.3%
	5-6	138	32.7%
	Above 7	7	1.7%
	Total	422	100.0%
Number of Dependents	0	74	17.5%
	1	58	13.7%
	2	181	42.9%
	3+	109	25.8%
	Total	422	100.0%
Number of Children	0	65	19.4%
	1	116	34.6%
	2	146	43.6%
	2+	8	2.4%
	Total	422	100.0%
Age of Children	0-2	21	7.8%
	3-8	59	21.9%
	9-15	125	46.3%

	Above 15	65	24.1%
	Total	422	100.0%

Source: Primary Data

Marital status: 20.6% of the respondents are single, 75.6% of the respondents are married, and 3.8% of the respondents are separated. The majority of the respondents are married.

Family Type: 26.1% of the respondents were in a Joint family, 73.9% of the respondents were in a nuclear family. The majority of the respondents were in a nuclear family.

Parental responsibility: 31.5% of the respondents do not have parental responsibility. 68.5% of the respondents have parental responsibility. The majority of the respondents have parental responsibility.

Family size: 8.3% of the respondents have 1-2 members in their family. 57.3% of the respondents have 3-4 members in their Family. 32.7% of the respondents have 5-6 members in their family. 1.7 % of the respondents have members above 7% in their family. The majority of the respondents have 3-4 members of the family.

Number of dependents: 17.5% of the respondents had 0 dependents, 13.7% of the respondents had 1 dependent, 42.9% of the respondents had 2 dependents and 25.8% of the respondents had more than 3 dependents.

Number of Children: 19.4% of the respondents had 0 or no children, 34.6% of the respondents had 1 child, 43.6% of the respondents had 2 children and 2.4% of the respondents had more than two children.

Age of Children: 7.8% of the respondents with the age between 0-2 years, 21.9% of the respondents had children with the age between 3 to 8 years, 46.3% of the respondents had children in the age between 9-15 years and 24.1% had children of age above 15 years.

4.3 Measuring Work-Life Balance

Objective 2: To measure the work-life balance among women teachers of State universities of Karnataka has been examined in this section of the study by considering 9 questions. Work-life balance is related to the psychological wellbeing of an employee and also brings overall harmony in the life of employees. Work-Life

Balance is contentment and good working at work and home with a minimal role clash. Work-life Balance has also been expressed as a person's ability to meet family and work commitment as well as non-work responsibilities and other activities. These definitions for work-life balance indicate creating an acceptable situation of work and life. In India development of Higher education institutions has been rapid with the development of the economy. India has experienced an increased number of private and public universities, an increase in the number of diversified courses in all fields', extreme growth of student enrolment and also increase in the usage of web-based teaching. This increasingly high demanding environment has resulted in increased complexity of the academic work among university academic staff. Research carried on in academic workloads has shown the increase of academic work as well as maintaining a balance between teaching and research since the government has embraced performance as a component for funding research budget for higher education. Studies have also shown the impact of increasing demand in higher education on stress and the work-life balance of staff. It has been observed in various studies that there is a linkage between work-life balance and the overall growth of Individuals and the sustainability of the organizations. This objective attempts to study the work-life balance among women teachers of State Universities in Karnataka. To measure Work-Life Balance 9 questions were considered. The respondents had to rate on 5 points Likert scale strongly disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5). Each question was analyzed and given in the following table 4.4. The interpretation was based on Mean value: If means value is <2 then strongly disagree, <3 Disagree, >3 Agree and >4 strongly agree.

Table 4.4 Assessment of Components of Work-Life Balance

Components	SD		D		N		A		SA		Fr eq	Me an	S D	Me dia n
	Fr eq	%	Fr eq	%	Fr eq	%	Fr eq	%	Fr eq	%				
I have sufficient time away from my work to maintain adequate work life balance.	0	.0%	95	22.5%	93	22.0%	182	43.1%	52	12.3%	422	3.45	.97	4.00
I am able to negotiate and accomplish what is expected of me	0	.0%	65	15.4%	81	19.2%	226	53.6%	50	11.8%	422	3.62	.88	4.00

at work and in my family														
I am able to accomplish the expectations that my supervisors and my family have for me.	0	.0%	65	15.4%	64	15.2%	220	52.1%	73	17.3%	422	3.71	.93	4.00
I have enough time to spend for my personal needs	0	.0%	108	25.6%	137	32.5%	133	31.5%	44	10.4%	422	3.27	.96	3.00
I have time and energy to engage myself in the leisure activities I enjoy	0	.0%	95	22.5%	143	33.9%	138	32.7%	46	10.9%	422	3.32	.94	3.00
I have enough time to spend on my health requirements	0	.0%	139	33.6%	123	29.7%	122	29.5%	30	7.2%	414	3.10	.95	3.00
I have time to spend on my own self development	0	.0%	123	29.1%	117	27.7%	130	30.8%	52	12.3%	422	3.26	1.01	3.00
I have time to socialize with friends	0	.0%	140	33.2%	107	25.4%	137	32.5%	38	9.0%	422	3.17	.99	3.00
My work demands do not interfere with my family life	0	.0%	160	37.9%	137	32.5%	80	19.0%	45	10.7%	422	3.02	1.00	3.00

Source: Primary Data

12.3% of the respondents strongly agree and 43.1% agree that “They have sufficient time away from work to maintain adequate work-life balance and 22.5% have disagreed, 22.0% were neutral for the same. Overall respondents “Agree that they have sufficient time away from work to maintain work-life balance” with Mean and Standard deviation $3.45 \pm .97$

11.8% strongly agree, 53.6% Agree “that they are able to negotiate and accomplish that is expected from them at work and family” and 15.4% have disagreed and 19.2%

were neutral for the same. Overall respondents agree that they are able to negotiate and accomplish that is expected from them at work and family with Mean and Standard Deviation $3.62 \pm .88$

17.3% of the respondents strongly agree and 52.1% agree “that they are able to accomplish the expectations of the supervisors and the family” and 15.4% have disagreed and 15.2% were neutral for the same. Overall respondents agree that they are able to accomplish the expectations of the supervisors and the family with the mean and standard Deviation of $3.71 \pm .93$

10.4% of the respondents strongly agree and 31.5% agree “that they have enough time to spend for their personal needs”, 25.6% disagree and 32.5% were neutral for the same. Overall respondents agree that they have time to spend for their personal needs with the mean and standard Deviation of $3.27 \pm .96$

10.9% of the respondents strongly agree, 32.7% agree “that they have time and energy to engage themselves in the leisure activities they enjoy” and 22.5% disagree and 33.9% were neutral for the same. Overall respondents agree that they have time and energy to engage themselves in the leisure activities they enjoy with Mean and standard deviation of $3.32 \pm .94$

7.2% of the respondents strongly agree, 29.5% agree “that they have enough time to spend on their health requirements”, 33.6% disagree and 29.7% were neutral for the same. Overall respondents agree that they have enough time to spend on their health requirements with the Mean and Standard Deviation of $3.10 \pm .95$

12.3% of the respondents strongly agree, 30.8% of the respondents agree that “they have enough time to spend on their own self-development” and 29.1% disagree and 27.7% were neutral for the same. Overall respondents agree that “they have enough time to spend on their own self-development with the Mean and Standard Deviation of 3.26 ± 1.01

9.0% of the respondents strongly agree, 32.5% agree that “they have time to socialize with friends”, 33.2% disagree and 25.4% of the respondents disagree for the same. Overall respondents agree that they have time to socialize with friends with Mean and Standard Deviation of $3.17 \pm .99$

10.7% of the respondents strongly agree, 19.0% agree that “their work demands do not interfere with their family life” and 37.9% of the respondents disagree and 32.5% are neutral for the same. Overall respondents agree that their work demands do not interfere with their family life with Mean and Standard deviation of 3.02 ± 1.00

Even though all the components of work-life balance had Mean Value >3 , components such as –“I am able to accomplish the expectations of that my supervisors and family have for me”, “I am able to negotiate and accomplish what is expected of me at work and in my family”, “I have sufficient time away from my work to maintain adequate work-life balance” had high score compared to other components and found to be least in components such as “My work demands do not interfere with my family life”, I have enough time to spend on my health requirements .

4.3.1 Level of Work-Life Balance

Work-life balance was measured by 9 questions. Analysis of these 9 questions is given in table 4.5. To measure work-life balance a score was obtained by summing the responses of respondents on 9 questions. The score ranges from 9 to 45 which is divided into 3 categories to access the level of Work-Life balance. Categories are, score 9-21 is Poor Work-life Balance, if the score is 22-33 then Moderate level of Work-Life Balance and if the score is 34-45 then High Work-Life Balance. The analysis is given below.

Table 4.5 Level of Work-Life Balance

	Frequency	Percent	Mean	S.D
Low	43	10.2	29.88	6.90
Moderate	263	62.3		
High	116	27.5		
Total	422	100.0		
Level of Work-Life Balance: 9 – 45				
9 - 21	Low			
22 - 33	Moderate			
34 - 45	High			

Source: Primary Data

10.2% had Low Work-life Balance, 62.3% had Moderate level of Work-Life Balance and 27.5% had High Work-life Balance. Overall Respondents had Moderate level of Work-Life Balance with Mean and Standard Deviation of 29.88 ± 6.90

4.4 Association of Socio-Demographic Status with Work-Life Balance

Under this section Demographic variables such as Age, Residence Type, Dwelling Place, Income(Monthly), Qualification, Department, Designation, Total Experience, Experience in the present college, Hours worked per day, Marital Status, Family type, Parental Responsibility, Family size, Number of Dependents, Number of Children and Age of Children were considered to find association with Work-Life balance.

Under this section, the hypothesis H_{11} : There is an Association between Socio-demographic variables and Work-Life Balance will be tested. If at least one of the demographic variables shows an association with work-life balance then Hypothesis H_{11} will be accepted.

Table 4.6(a) Association of demographic parameters with Work-Life Balance

SOCIO-DEMOGRAPHIC VARIABLES		WORK-LIFE BALANCE							
		Low		Moderate		High		Total	
		Co unt	Row N %	Coun t	Row N %	Cou nt	Row N %	Count	Row N %
Age	< 30yrs	22	20.0%	44	40.0%	44	40.0%	110	100.0%
	31 - 35	0	.0%	72	83.7%	14	16.3%	86	100.0%
	36 - 40	7	5.6%	73	58.9%	44	35.5%	124	100.0%
	41 - 50	14	14.7%	74	77.9%	7	7.4%	95	100.0%
	Above 50	0	.0%	0	.0%	7	100.0%	7	100.0%
	Total	43	10.2%	263	62.3%	116	27.5%	422	100.0%
Residence Type	Rural	0	.0%	15	33.3%	30	66.7%	45	100.0%
	Urban	43	11.4%	248	65.8%	86	22.8%	377	100.0%
	Total	43	10.2%	263	62.3%	116	27.5%	422	100.0%
Dwelling place	Own house	36	11.5%	192	61.1%	86	27.4%	314	100.0%

	Quarters	0	.0%	0	.0%	23	100.0%	23	100.0%
	Rented	7	8.2%	71	83.5%	7	8.2%	85	100.0%
	Total	43	10.2%	263	62.3%	116	27.5%	422	100.0%
Income (monthly)	< 50,000	29	12.5%	132	56.9%	71	30.6%	232	100.0%
	50,000 - 100,000	7	5.6%	101	81.5%	16	12.9%	124	100.0%
	Above 100,000	7	10.6%	30	45.5%	29	43.9%	66	100.0%
	Total	43	10.2%	263	62.3%	116	27.5%	422	100.0%
Qualification	PG-NET/SLET	15	5.2%	197	67.7%	79	27.1%	291	100.0%
	Ph.D.	7	19.4%	7	19.4%	22	61.1%	36	100.0%
	Post Doc	21	22.1%	59	62.1%	15	15.8%	95	100.0%
	Total	43	10.2%	263	62.3%	116	27.5%	422	100.0%
Department	Arts & Commerce	5	4.3%	83	72.2%	27	23.5%	115	100.0%
	Law and other	21	36.2%	27	46.6%	10	17.2%	58	100.0%
	Management	6	5.7%	58	54.7%	42	39.6%	106	100.0%
	Science	11	7.7%	95	66.4%	37	25.9%	143	100.0%
	Total	43	10.2%	263	62.3%	116	27.5%	422	100.0%
Designation	Assistant Professor	20	7.4%	173	64.1%	77	28.5%	270	100.0%
	Associate Professor	14	15.1%	58	62.4%	21	22.6%	93	100.0%
	Professor	9	15.3%	32	54.2%	18	30.5%	59	100.0%
	Total	43	10.2%	263	62.3%	116	27.5%	422	100.0%
Total Experience	< 2yrs	0	.0%	30	68.2%	14	31.8%	44	100.0%
	2 - 5	29	28.2%	44	42.7%	30	29.1%	103	100.0%

	6 - 10	0	.0%	50	70.4%	21	29.6%	71	100.0%
	11 - 15	7	7.4%	65	68.4%	23	24.2%	95	100.0%
	16 - 20	0	.0%	66	75.9%	21	24.1%	87	100.0%
	Above 20	7	31.8%	8	36.4%	7	31.8%	22	100.0%
	Total	43	10.2%	263	62.3%	116	27.5%	422	100.0%
Experience in the present college	< 2yrs	14	12.0%	74	63.2%	29	24.8%	117	100.0%
	2 - 5	8	5.0%	92	57.9%	59	37.1%	159	100.0%
	6 - 10	7	8.5%	68	82.9%	7	8.5%	82	100.0%
	11 - 15	7	20.0%	21	60.0%	7	20.0%	35	100.0%
	16 - 20	0	.0%	8	53.3%	7	46.7%	15	100.0%
	Above 20	7	50.0%	0	.0%	7	50.0%	14	100.0%
	Total	43	10.2%	263	62.3%	116	27.5%	422	100.0%
Hours worked per day	<8 Hrs	0	.0%	86	62.8%	51	37.2%	137	100.0%
	8 - 10Hrs	22	9.6%	149	65.1%	58	25.3%	229	100.0%
	10 - 12Hrs	14	40.0%	21	60.0%	0	.0%	35	100.0%
	Above 12Hrs	7	33.3%	7	33.3%	7	33.3%	21	100.0%
	Total	43	10.2%	263	62.3%	116	27.5%	422	100.0%
Marital status	Single	7	8.0%	58	66.7%	22	25.3%	87	100.0%
	Married	36	11.3%	197	61.8%	86	27.0%	319	100.0%
	Separated	0	.0%	8	50.0%	8	50.0%	16	100.0%
	Total	43	10.2%	263	62.3%	116	27.5%	422	100.0%
Family type	Joint	21	19.1%	74	67.3%	15	13.6%	110	100.0%
	Nuclear	22	7.1%	189	60.6%	101	32.4%	312	100.0%
	Total	43	10.2%	263	62.3%	116	27.5%	422	100.0%
Parental Responsibility	No	8	6.0%	89	66.9%	36	27.1%	133	100.0%
	Yes	35	12.1%	174	60.2%	80	27.7%	289	100.0%

	Total	43	10.2%	263	62.3%	116	27.5%	422	100.0%
Family Size	1 - 2	0	.0%	28	80.0%	7	20.0%	35	100.0%
	3 - 4	15	6.2%	140	57.9%	87	36.0%	242	100.0%
	5 - 6	28	20.3%	88	63.8%	22	15.9%	138	100.0%
	Above 7	0	.0%	7	100.0%	0	.0%	7	100.0%
	Total	43	10.2%	263	62.3%	116	27.5%	422	100.0%
Number of Dependents	0	0	.0%	52	70.3%	22	29.7%	74	100.0%
	1	8	13.8%	15	25.9%	35	60.3%	58	100.0%
	2	21	11.6%	131	72.4%	29	16.0%	181	100.0%
	3+	14	12.8%	65	59.6%	30	27.5%	109	100.0%
	Total	43	10.2%	263	62.3%	116	27.5%	422	100.0%
Number of Children	0	8	12.3%	36	55.4%	21	32.3%	65	100.0%
	1	14	12.1%	51	44.0%	51	44.0%	116	100.0%
	2	14	9.6%	118	80.8%	14	9.6%	146	100.0%
	2+	0	.0%	0	.0%	8	100.0%	8	100.0%
	Total	36	10.7%	205	61.2%	94	28.1%	335	100.0%
Age of Children	0 - 2	0	.0%	14	66.7%	7	33.3%	21	100.0%
	3 - 8	7	11.9%	44	74.6%	8	13.6%	59	100.0%
	9 - 15	7	5.6%	74	59.2%	44	35.2%	125	100.0%
	Above 15	14	21.5%	37	56.9%	14	21.5%	65	100.0%
	Total	28	10.4%	169	62.6%	73	27.0%	270	100.0%

Table 4.6(b) Showing ‘p’ value

SOCIO-DEMOGRAPHIC VARIABLES	CHI-SQUARE VALUE	d.f	p	
Age	Fishers exact test		0.000	HS
Residence Type	40.052	2	0.000	HS
Dwelling place	79.159	4	0.000	HS
Income (monthly)	32.043	4	0.000	HS
Qualification	55.021	4	0.000	HS
Department	59.569	6	0.000	HS
Designation	7.562	4	0.109	NS
Total Experience	78.288	10	0.000	HS
Experience in the present college	Fishers exact test		0.000	HS
Hours worked per day	73.740	6	0.000	HS
Marital status	Fishers exact test		0.184	NS
Family type	22.540	2	0.000	HS
Parental Responsibility	3.992	2	0.136	NS
Family Size	Fishers exact test		0.000	HS
Number of Dependents	57.142	6	0.000	HS
Number of Children	Fishers exact test		0.000	HS
Age of Children	22.918	6	0.001	HS

Source: Primary Data

Above analysis shows that there Significant association between Age, Residence Type, Dwelling place, Income(monthly), Qualification, Department, Total Experience, Experience in the present college, Hours worked per day, Family type, Family size, Number of dependents, Number of Children and Age of Children with Work-Life Balance with p-value <0.01. Whereas Designation, Marital status, and Parental Responsibility had no significant Association with Work-Life Balance with p-value >0.05. Since the majority of the demographic variables have a significant association with Work-Life Balance of the respondents, p-value <0.01 the Hypothesis H₁: There is an association between Socio-demographic variables and work-life balance is accepted.

Age: In the category of the age group in the category < 30 years 20.0% had a low work-life balance 40.0% had moderate work-life balance and 40.0% had a high work-life balance. In the category of 31 – 35 years, 83.7% had moderate work-life balance and 16.3% had high work-life balance and none of them had low work-life balance. In the age group of 36 – 40 years 5.6% had low work-life balance, 58.9% had moderate work-life balance and 35.5% had high work-life balance. In the category of 41 – 50 years 14.7% had low work-life balance and 77.9% had moderate and 7.4% had high work-life balance. In the category > 50 years of age, all of them (100.0%) had a high work-life balance. The test shows that there is a significant association between age and work-life balance $p = 0.000 < 0.01$. This implies that respondents with age group less than 30 years, 36 – 40 years and > 50 years have better work-life balance when compared to other age groups.

Residence Type: 33.3% of the respondents from the rural area have moderate work-life balance, 66.7% had high work-life balance and none of them had low work-life balance. 11.4% of the respondents from the urban area had low work-life balance, 65.8% had moderate work-life balance and 22.8% from the urban area had high work-life balance. The test shows that there is a significant association between residence type and work-life balance $p = 0.000 < 0.01$ this implies that respondents from rural areas have better work-life balance compared to urban areas.

Dwelling place: respondents in the category of having own house 11.5% had low work-life balance, 61.1% had moderate work-life balance and 27.4% had high work-life balance. In the category of respondents who resided in the quarters, all the respondents (100%) had high work-life balance and none of them had moderate and low work-life balance. 8.2% of the respondents who stayed in the rented house had low work-life balance, 83.5% had moderate and 8.2% had high work-life balance. Test shows that there is a significant association between dwelling place and work-life balance $p = 0.000 < 0.01$ this implies that respondents residing in quarters had better work-life balance compared to respondents with the own house and rented house.

Income (monthly): respondents with monthly income < 50,000, 12.5% had low work-life balance, 56.9% had moderate work-life balance and 30.6% had a high work-life balance. In the category of monthly income 50,000 – 1,00,000 respondents who had low work-life balance were 5.6%, 81.5% had moderate work-life balance

and 12.9% had high work-life balance. In the category >1,00,000 monthly income 10.6% had low work-life balance, 45.5% had moderate work-life balance and 43.9% had a high work-life balance. The test shows that there is a significant association between income and work-life balance $p = 0.000 < 0.01$. This implies that respondents with income (monthly) > 1,00,000 had better work-life balance compared to other categories.

Qualification: In the category of qualification respondents under post-graduation with the NET/ SLET category 5.2% had low work-life balance, 67.7% had moderate work-life balance and 27.1% had a high work-life balance. Under the Ph.D. category 19.4% had low work-life balance 19.4% had moderate work-life balance and 61.1% had high work-life balance. Among Respondents with Post Doc 22.1% had low work-life balance, 62.1% had moderate work-life balance and 15.8% had high work-life balance. The test shows that there is a significant association between qualification and $p = 0.000 < 0.01$. This implies that respondents with Ph.D. had better work-life balance compared to others.

Department: under the arts and commerce category 4.3% had low work-life balance, 72.2% had moderate and 23.5% had high work-life balance. Under the law and other 36.2% had low work-life balance, 46.6% had moderate whereas 17.2% had high work-life balance. 5.7% of the respondents from the management department had low work-life balance, 54.7% had moderate and 39.6% had work-life balance. 7.7% of the respondents from the science department had low work-life balance, 66.4% had moderate and 25.9% had high work-life balance. The test shows that there is a significant association between the department and work-life balance $p = 0.000 < 0.01$. This implies that respondents from the management department had a high work-life balance followed by the science department compared to others.

Designation: under the assistant professor category 7.4% had low work-life balance 64.1% had moderate and 28.5% had high work-life balance. Under the assistant category, 15.1% had low work-life balance, 62.4% had moderate work-life balance and 22.6% had a high work-life balance. Under the professor category, 15.3% had low work-life balance 54.2% moderate and 30.5% had high work-life balance. The test shows that there is no significant association between designation and work-life balance $p = 0.109 > 0.05$.

Total-experience: under respondents with < 2 years 68.2% had moderate work-life balance, 31.8% had high work-life balance and none of them had low work-life balance. Under 2 – 5 years category 28.2% had low work-life balance, 42.7% had moderate work-life balance 29.1% had high work-life balance. Under 6 – 10 years of total experience, 70.4% had moderate work-life balance, 29.6% had a high control work-life balance. Under 11- 15 years 7.4% had low work-life balance, 68.4% had moderate work-life balance and 24.2% had high work-life balance. Under 16 – 20 years 75.9% had moderate work-life balance, 24.1% had high work-life balance and none of them had low work-life balance. Respondents above 20 years of total experience 31.8% had low work-life balance, 36.4% had moderate and 31.8% had high work-life balance. The test shows that there is a significant association between total experience and work-life balance $p = 0.000 < 0.01$. This implies that respondents with less than 2 years and above 20 years had better work-life balance compared to other categories.

Experience in the present college: under less than 2 years of experience in the present college 12.0% had low work-life balance, 63.2% had moderate and 24.8% had high work-life balance. Under 2 – 5 years category 5.0% had low, 57.9% had moderate and 37.1% had high work-life balance. Under 6 – 10 years 8.5% had low, 82.9% had moderate and 8.5% had high work-life balance. Under 11 – 15 years 20.0% had low, 60.0% had moderate, 20.0% had high work-life balance. Under 16 – 20 years 53.3% had moderate, 46.7% had high work-life balance and none of them had low work-life balance. Above 20 years 50.0% had low work-life balance and 50.0% had high work-life balance whereas none of them had moderate work-life balance. The test shows that there is a significant association between experience in the present college and work-life balance $p = 0.000 < 0.01$. This implies that respondents with 16 – 20 years and above 20 years of experience in the present college had better work-life balance compared to other categories.

Hours worked per day: under category with the < 8 hours 62.8% had moderate work-life balance, 37.2% had high work-life balance and none of them had low work-life balance. Under 8 – 10 hours 9.6% had low work-life balance, 65.1% had moderate work-life balance and 25.3% had high work-life balance. Under 11 – 12 hours 40.0% had low work-life balance, 60.0% had moderate work-life balance and none had a high work-life balance. Respondents who worked for above 12 hours

33.3% had low work-life balance, 33.3% had moderate and 33.3% had high work-life balance. The test shows that there is an association between hours worked between per day and work-life balance $p = 0.000 < 0.01$. this implies that respondents who worked for < 8 hours had better work-life balance than other categories.

Marital status: Among the respondents who are single 8.0% had low work-life balance, 66.7% had moderate and 25.3% had high work-life balance. Among respondents who are married 11.3% had low work-life balance, 61.8% had moderate and 27.0% had high work-life balance. Among those respondents who had separated 50.0% had low work-life balance, 50.0% had moderate and none of them had high work-life balance. The test shows that there is no significant association between marital status and work-life balance $p = 0.184 > 0.05$.

Family type: 19.1% of the employees from the joint family had low work-life balance, 67.3% had moderate and 13.6% had high work-life balance. Among the respondents from the nuclear family, 7.1% had low work-life balance, 60.6% had moderate and 32.4% had high work-life balance. The test shows that there is a significant association between family type and work-life balance $p = 0.000 < 0.01$. This implies that respondents from the nuclear family had a better work-life balance.

Parental responsibility: among the respondents who did not have parental responsibility 6.0% had low work-life balance, 66.9% had moderate and 27.1% had high work-life balance. Those who had parental responsibilities 12.1% had low work-life balance, 60.2% had moderate work-life balance and 27.7% had high work-life balance. The test implies that there is no significant association between parental responsibility and work-life balance $p = 0.136 > 0.05$

Family size: Among respondents who had 1-2 family members 80.0% had a moderate work-life balance, 20.0% had a high work-life balance and none of them had low work-life balance. Among respondents with 3-4 family members, 6.2% had low work-life balance, 57.9% had moderate and 36.0% had high work-life balance. Those who had 5-6 family members 20.3% had low work-life balance, 63.8% had moderate and 15.9% had high work-life balance. Respondents with family members above 7, 100% had moderate work-life balance and none of them had low or high work-life balance. The test shows that there is a significant association between family size and work-life balance $p = 0.000 < 0.01$. This shows that respondents with

3-4 family members had a high work-life balance followed by respondents with 1-2 family members compared to other categories.

Number of dependents: among the respondents who had 0 dependents 70.3% had moderate work-life balance, 29.7% had high work-life balance and none of them had low work-life balance. Those who had 1 dependent 13.8% had low work-life balance, 25.9% had moderate and 60.3% had high work-life balance. Those who had 2 dependents 11.6% had low work-life balance, 72.4% had moderate and 16.0% had high work-life balance. Respondents with more than 3 dependents 12.8% had low work-life balance, 59.6% had moderate and 27.5% had high work-life balance. The test shows that there is a significant association between a number of dependents and work-life balance $p = 0.000 < 0.01$. This shows that respondents with 1 dependent had better work-life balance compared to other categories.

Number of children: Respondents who had 0 children 12.3% had low work-life balance, 55.4% had moderate and 32.3% had high work-life balance. Among respondents with 1 child 12.1% had low work-life balance, 44.0% had moderate and 44.0% had high work-life balance. Those who had 2 children 9.6% had low work-life balance, 80.8% had moderate and 9.6% had high work-life balance. All the respondents who had more than 2 children had a 100% work-life balance. The test shows that there is a significant association between the number of children and work-life balance $p = 0.000 < 0.01$. This implies that respondents with more than 2 children had a high work-life balance followed by respondents with 1 child compared to other categories.

Age of children: in the categories with 0-2 years 66.7% had moderate work-life balance and 33.3% had a high work-life balance and none of them had low work-life balance. Among the age group of 3-8 years 11.9% had low work-life balance, 74.6% had moderate and 13.6% had high work-life balance. In the age group of 9-15 years, 5.6% had low work-life balance, 59.2% had moderate and 35.2% had high work-life balance. Those above 15 years of age 21.5% had low work-life balance, 56.9% had moderate and 21.5% had high work-life balance. The test shows that there is a significant association between the age of children and work-life balance and work-life balance $p = 0.001 < 0.01$. This implies that respondents with the age group

between 9-15 and age group between 0-2 years had better work-life balance compared to other categories.

4.5 Challenges Faced by Women

Objective 3: To review the challenges faced by women in maintaining work-life balance has been studied in this section of the study under three domains such as Individual factors, Family Factors, and Organizational factors. Working women face a lot of challenges and issues all through their working life which is a big struggle for them to function on a daily basis and also to progress in their career. This section of the study aims at identifying the challenges faced by women working in state universities of Karnataka in maintaining a work-life balance and the Hypothesis H₁₂: There is a relationship between Challenges faced by women and Work-Life Balance will be tested. Since there were three types of challenges the hypothesis H₁₂: There is a relationship between Challenges faced by women and Work-Life Balance was divided into sub Hypothesis as:

H₁₂ (a): There is a relationship between challenges due to Individual factors and Work-life Balance.

H₁₂ (b): There is a relationship between challenges due to Family factors and Work-life Balance.

H₁₂ (c): There is a relationship between challenges due to Organizational factors and Work-life Balance. The analysis of the challenges faced by women of state universities of Karnataka is as follows:

4.5.1 Individual Factors

H₁₂ (a): There is a relationship between challenges due to Individual factors and Work-life Balance is tested in this section of the study. Numerous investigations have shown the significance of individual factors in deciding the level of the work-life balance of employees. Studies have affirmed the positive versus negative outcomes of the satisfaction and disappointment of the required psychological needs.

a. Assessment of Challenges due to Individual Factors on Work-Life Balance

Challenges due to Individual factors were measured using 8 questions and these questions were measured on 5 point rating scale strongly Disagree(SD)(1), Disagree(D)(2), Neutral(N)(3), Agree(A)(4), Strongly Agree(SA)(5). Interpretation

will be done based on the Mean Value as <2 =SD, <3= D, >3 A and >4 = SA.
 Analysis of the Components of Individual Factors is given below.

Table 4.7 Challenges due to Individual factors on Work-life balance

	SD		D		N		A		SA		Total			
	Fre q	%	Fre q	%	Fre q	%	Fre q	%	Fre q	%	Cou nt	Mea n	SD	Medi an
I do not have authority in taking Economic decisions	0	.0 %	203	48.1 %	71	16.8 %	134	31.8 %	14	3.3 %	422	2.90	.96	3.00
I cannot assist my family in buying fixed assets	0	.0 %	186	44.1 %	103	24.4 %	104	24.6 %	29	6.9 %	422	2.94	.98	3.00
Repayment of loan is difficult for me from my salary package	0	.0 %	129	30.6 %	117	27.7 %	125	29.6 %	51	12.1 %	422	3.23	1.02	3.00
I do not have significant influence over my personal spending for health, recreation and other personal requirements	0	.0 %	174	41.2 %	129	30.6 %	96	22.7 %	23	5.5 %	422	2.92	.92	3.00
I am satisfied with the choice of my career	0	.0 %	248	58.8 %	100	23.7 %	37	8.8 %	37	8.8 %	422	2.68	.96	2.00
I am not Satisfied with my career success	0	.0 %	204	48.3 %	66	15.6 %	101	23.9 %	51	12.1 %	422	3.00	1.10	3.00
In most ways my life is not close to my ideal	0	.0 %	151	35.8 %	137	32.5 %	90	21.3 %	44	10.4 %	422	3.06	.99	3.00
Stress at work is affecting my health	0	.0 %	101	23.9 %	87	20.6 %	147	34.8 %	87	20.6 %	422	3.52	1.07	4.00

Source: Primary source

3.3% of the respondents strongly Agree, 31.8% Agree that “they do not have authority in taking Economic decisions” and 48.1% Disagree whereas 16.8% were neutral for the same. Overall respondents disagree that “they do not have authority in taking economic decisions” with Mean and standard deviation $2.90 \pm .96$

6.9% of the respondents strongly agree, 24.6% Agree that “they cannot assist their family in buying fixed assets” and 44.1% disagree whereas 24.4% were neutral for the same. Overall respondents Disagree that “they cannot assist their family in buying fixed assets with Mean and Standard deviation $2.94 \pm .98$

12.1 % of the respondents strongly agree that “Repayment of the loan is difficult for them from their salary package” and 30.6% disagree and 27.7% were neutral for the same. Overall respondents Agree that “Repayment of the loan is difficult for them from their salary package” with the mean value and standard deviation of 3.23 ± 1.02

5.5% of the respondents strongly agree, 22.7% agree that “they do not have significant influence over their personal spending for health, recreation and other personal requirements” and 41.2% disagree and 30.6% were neutral for the same. Overall respondents Disagree that “they do not have significant influence over their personal spending for health, recreation and other personal requirements” with Mean and Standard deviation $2.92 \pm .92$

8.8 % of the respondents strongly agree, 8.8% agree that “they are satisfied with the choice of their career”, 58.8% disagree and 23.7% were neutral for the same. Overall respondents disagree that “they are satisfied with the choice of their career” with Mean and Standard Deviation $2.68 \pm .96$

12.1% of the respondents strongly agree, 23.9% agree that “they are not satisfied with their career success” and 48.3% disagree and 15.6% are neutral for the same. Overall respondents Agree that they are not satisfied with their career success with the Mean and standard deviation of 3.00 ± 1.10

10.4% of the respondents strongly agree, 21.3% Agree that “in most ways, their life is not close to their ideal” and 35.8% disagree, 32.5% are neutral for the same. Overall respondents Agree that in most ways their life is not close to their ideal with Mean and Standard Deviation $3.06 \pm .99$

20.6% of the respondents strongly Agree, 34.8% Agree that “Stress at work is affecting their Health” and 23.% disagree and 20.6 % were neutral for the same. Overall respondents Agree that Stress at work is affecting their Health with Mean and Standard deviation of 3.52 ± 1.07

b. Measuring Overall Challenges due to Individual Factors

There were 8 components under individual factors. Analysis of these is given in the previous table 4.7. To measure overall challenges due to individual factors a score was obtained by summing scores of 8 components. The score ranges from 8 – 40 and this range is divided equally. The level of challenges due to individual factors is as follows.

The score 8-18 challenge is considered to be low, 19-29 level of challenge is moderate and 30-40 level of challenge is high. The analysis is given below:

Table 4.8 Overall challenges due to Individual Factors

	Frequency	Percent	Mean	S.D
Low	102	24.2	24.16	6.25
Moderate	231	54.7		
High	89	21.1		
Total	422	100.0		
Level of Challenge: 8 - 40				
8-18	Low			
19-29	Moderate			
30-40	High			

Source: Primary source

24.2% had low challenges due to individual factors, 54.7% had moderate challenges due to individual factors and 21.1% had high challenges due to individual factors. Overall respondents had a moderate level of challenges due to individual factors with mean and standard deviation score of 24.16 ± 6.25

c. Testing the Hypothesis

Correlation between challenges due to individual factors and work-life balance. To ascertain the relationship between challenges due to individual factors and work-life balance Karl Pearson correlation coefficient was calculated. The hypothesis H_{12a}: There is a relationship between challenges due to individual factors and work-life balance is tested.

Table 4.9 Correlation between challenges due to Individual factors and Work-Life balance.

Correlations				
		Pearson Correlation	p	
WLB	Overall Challenge due to Individual Factors	-.229	.000	sig

Source: Primary source

The above table shows that there is a significant negative correlation between challenges due to individual factors and work-life balance with $r = -.229$, $p = .000$ which is < 0.01 . Therefore the hypothesis H_{12a}: There is a relationship between challenges due to individual factors and work-life balance is accepted. So we conclude that lesser the challenge higher is the work-life balance.

d. Regression Analysis: Impact of Individual Factors on Work-Life Balance

To measure challenges due to individual factors 8 components were taken. Analysis of this is given in the above table no 4.10. To evaluate the impact of these components on work-life balance backward regression analysis was performed by taking 8 components as the independent variable and work-life balance as the dependent variable and the analysis is given below.

Table 4.10 Components of Individual factors and Work-Life Balance: Regression Analysis

	Unstandardized Coefficients		Standardized Coefficients	t	p	Adjusted RSquare	ANOVA p-value
	B	Std. Error	Beta				
(Constant)	35.396	1.258		28.140	.000	.231	.000
I do not have authority in taking Economic decisions	1.521	.393	.212	3.870	.000		
Repayment of loan is difficult for me from my salary package	-.989	.470	-.146	-2.105	.036		
I do not have significant influence over my personal spending for health, recreation, and other personal requirements	-2.157	.544	-.289	-3.964	.000		
I am satisfied with the choice of my career	4.088	.486	.469	8.412	.000		
I am not Satisfied with my career success	-1.291	.405	-.206	-3.185	.002		
Stress at work is affecting my health	-2.128	.318	-.330	-6.701	.000		

Source: Primary source

Among 8 components backward regression analysis resulted in 6 significant components affecting work-life balance. They are “I do not have authority in taking Economic decisions” with $\beta = .212$, “Repayment of loan is difficult for me from my salary package” with $\beta = -.146$, “I do not have significant influence over my personal spending for health, recreation and other personal requirements with $\beta = -.289$, “I am satisfied with the choice of my career” with $\beta = .469$, “I am not satisfied with my career success “with $\beta = -.206$, “Stress at work is affecting my health “with $\beta = -.330$.

Among these “Repayment of loan is difficult for me from my salary package, I do not have significant influence over my personal spending for health, recreation, and other personal requirements, I am not Satisfied with my career success, Stress at work is affecting my health” have negative impact on work-life balance which means these factors lead low work-life balance. Factors such as “I do not have authority in taking Economic decisions and I am satisfied with the choice of my career” have a positive impact on work-life balance which means this leads to higher work-life balance. All these components have a 23.1 % influence on work-life balance. This is shown in the Figure 4.1

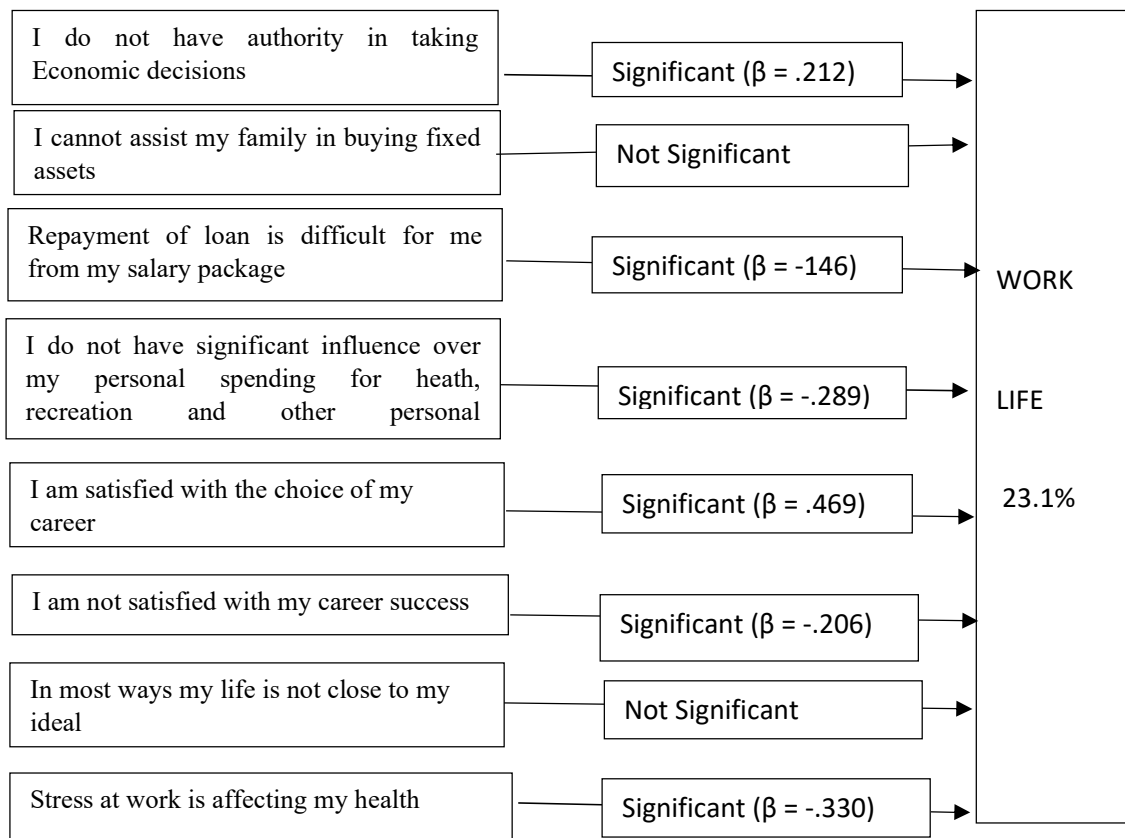


Figure 4.1 Components of Individual factors and Work-Life Balance: Regression Analysis

4.5.2 Family Factors

H₁₂(b): There is a relationship between challenges due to Family factors and Work-life Balance is tested here. Changes in the work environment, work culture, rules, and regulations, working conditions and the requirements a home create a tremendous pressure on the working women to balance between personal and professional life. With the changes in the work environment, it has become difficult to keep personal life away from professional life.

a. Assessment of challenges due to Family factors on Work-life balance

Challenges due to Family factors were measured using 8 questions and these questions were measured on 5 point rating scale strongly Disagree(SD) (1), Disagree(D) (2), Neutral(N) (3), Agree(A)(4), Strongly Agree(SA) (5). Interpretation will be done based on the Mean Value as <2 =SD, <3= D, >3 A and >4 = SA. Analysis of the Components of Family Factors is given in the table 4.11.

Table 4.11 Challenges due to Family factors on Work-life balance

	SD		D		N		A		SA		Total			
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Count	Mean	SD	Median
I am not happy with the economic condition of my family	0	.0%	216	51.2%	90	21.3%	94	22.3%	22	5.2%	422	2.82	.95	2.00
I have responsibility of children's care	0	.0%	123	29.1%	44	10.4%	155	36.7%	100	23.7%	422	3.55	1.14	4.00
I have responsibility for Elders care	0	.0%	95	22.5%	52	12.3%	174	41.2%	101	23.9%	422	3.67	1.07	4.00
My spouse/Partner's demands interfere with work-related activities	0	.0%	236	55.9%	76	18.0%	74	17.5%	36	8.5%	422	2.79	1.02	2.00
I have to make changes in family activities plans due to my work related duties	0	.0%	90	21.3%	76	18.0%	198	46.9%	58	13.7%	422	3.53	.98	4.00
I do not have cordial relation with my family	0	.0%	272	64.5%	114	27.0%	22	5.2%	14	3.3%	422	2.47	.74	2.00

Family-related strain interferes with my ability to perform job-related duties	0	.0%	210	49.8%	67	15.9%	88	20.9%	57	13.5%	422	2.98	1.12	3.00
My Children's future bothers me	0	.0%	174	41.2%	95	22.5%	91	21.6%	62	14.7%	422	3.10	1.10	3.00

Source: Primary source

5.2% of the respondents strongly agree and 22.3% of the respondents agree that “they are not happy with economic conditions of their family” and 51.2% disagree and 21.3% were neutral for the same. Overall respondents disagree that they are not happy with the economic condition of their family with the mean and standard deviation of $2.82 \pm .95$

23.7% of the respondents strongly agree, 36.7% agree that “they have the responsibility of children’s care” and 29.1% disagree and 10.4% were neutral for the same. Overall respondents agree that they have responsibility for children’s care with the mean and standard deviation of 3.55 ± 1.14

23.9% of the respondents strongly agree and 41.2% agree that “they have responsibility for elders care” and 22.5% disagree whereas 12.3% were neutral for the same. Overall respondents agree that they have responsibility for elders care with the mean and standard deviation of 3.67 ± 1.07

8.5% of the respondents strongly agree, 17.5% agree that “their spouse/partner’s demands interfere with work-related activities” and 55.9% disagree whereas 18.0% were neutral for the same. Overall respondents disagree that their spouse/partner’s demands interfere with work-related activities with the mean and standard deviation of 2.79 ± 1.02

13.7% of the respondents strongly agree, 46.9% agree that “ they have to make changes in family activities plans due to work-related duties and 21.3% disagree whereas 18.0% were neutral for the same. Overall respondents agree that they have to make changes in family activities plans due to work-related duties with a mean and standard deviation of $3.53 \pm .98$

3.3% of the respondents strongly agree, 5.2% agree that “they do not have cordial relation with their family” and 64.5% disagree whereas 27.0% were neutral for the

same. Overall respondents disagree that they do not have cordial relation with their family with the mean and standard deviation of $2.47 \pm .74$

13.5% strongly agree and 20.9% agree that “their family-related strain interferes with their ability to perform job-related duties and 49.8% disagree whereas 15.9% were neutral for the same. Overall respondents disagree that their family-related strain interferes with their ability to perform job-related duties with the mean and standard deviation of 2.98 ± 1.12

14.7% strongly agree and 21.6% agree that “their children’s future bothers them” and 41.2% disagree whereas 22.5% were neutral for the same. Overall respondents agree that their children’s future bothers them with the mean and standard deviation of 3.10 ± 1.10

b. Measuring Overall Challenges due to Family Factors

There were 8 components under individual factors. Analysis of these is given in the previous table 4.11. To measure overall challenges due to family factors a score was obtained by summing scores of 8 components. The score ranges from 8 – 40 and this range is divided equally. The level of challenges due to family factors is as follows. The score 8-18 the challenge is low, 19-29 level of challenge is moderate and 30-40 level of challenge is high. The analysis is given below:

Table 4.12 Overall challenge due to Family factors

	Frequency	Percent	Mean	S.D
Low	29	6.9	24.90	4.97
Moderate	290	68.7		
High	103	24.4		
Total	422	100.0		
Level of Challenge: 8-40				
8-18		Low		
19-29		Moderate		
30-40		High		

Source: Primary source

6.9% had low challenges due to family factors, 68.7% had moderate challenges due to family factors and 24.4% had high challenges due to family factors. Overall respondents had a moderate level of challenges due to family factors with mean and standard deviation score of 24.90 ± 4.97

c. Testing the Hypothesis

Correlation between challenges due to family factors and work-life balance. To ascertain the relationship between challenges due to family factors and work-life balance Karl Pearson correlation coefficient was calculated. The hypothesis H_{12b}: There is a relationship between challenges due to family factors and work-life balance is tested.

Table 4.13 Correlation between challenges due to Family factors and Work-life balance.

Correlations				
		Pearson Correlation	p	
WLB	Overall Challenge due to Family Factors	-.344	.000	sig

Source: Primary source

The above table shows that there is a significant negative correlation between challenges due to family factors and work-life balance with $r = -.344$, $p = .000$ which is < 0.01 . Therefore the hypothesis H_{12(b)}: There is a relationship between challenges due to family factors and work-life balance is accepted. So we conclude that lesser the challenge higher is the work-life balance.

d. Regression Analysis: Impact of Family Factors on Work-Life Balance

To measure the impact of the challenges due to Family Factors 8 components were taken. Analysis of this is given in table no. 4.11. To evaluate the impact of these components on work-life balance backward regression analysis was performed by taking 8 components as the independent variable and work-life balance as a dependent variable and the analysis is given below in table 4.13.

Table 4.14 Components of Family Factors and WLB: Regression Analysis

	Unstandardized Coefficients		Standardized Coefficients	t	p	Adjusted RSquare	ANOVA p-value
	B	Std. Error	Beta				
(Constant)	37.636	1.407		26.743	.000	.201	.000 HS
I have responsibility of children's care	1.506	.300	.249	5.022	.000		
My spouse/Partner's demands interfere with work-related activities	-1.540	.373	-.227	-4.130	.000		

I have to make changes in family activities plans due to my work-related duties	-2.491	.346	-.352	-7.195	.000		
Family-related strain interferes with my ability to perform job-related duties	1.486	.361	.241	4.112	.000		
My Children's future bothers me	-1.437	.354	-.229	-4.054	.000		

Source: Primary source

Among 8 components backward regression analysis resulted in 5 significant components affecting work-life balance. They are “I have responsibility of children’s care” with $\beta = .249$, “My spouse/Partner's demands interfere with work-related activities” with $\beta = -.227$, “I have to make changes in family activities plans due to my work-related duties” with $\beta = -.352$, “Family-related strain interferes with my ability to perform job-related duties” with $\beta = .241$, “My Children's future bothers me” with $\beta = -.229$.

Among these “My spouse/Partner's demands interfere with work-related activities”, “I have to make changes in family activities plans due to my work-related duties”, “My Children's future bothers me” have a negative impact on work-life balance which means these factors lead low work-life balance. Factors such as “I have the responsibility of children’s care” and “Family-related strain interferes with my ability to perform job-related duties” have a positive impact on work-life balance which means this leads to higher work-life balance. All these components have a 20.1% influence on work-life balance.

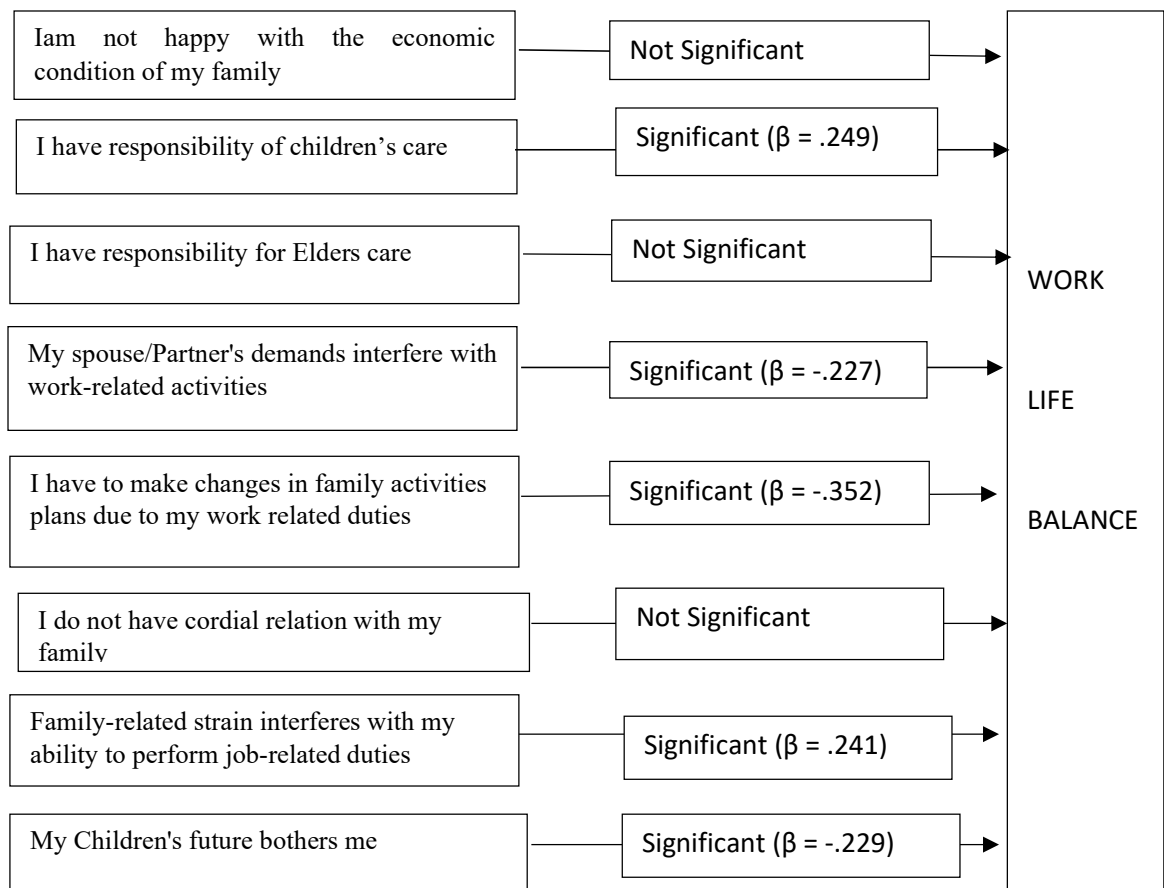


Figure 4.2 Components of Family factors and Work-Life Balance: Regression Analysis

4.5.3 Organizational Factors

H_{12(c)}: There is a relationship between challenges due to Organizational factors and Work-life Balance is tested here. Work-life balance is not just the responsibility of the employees but also of the employers. Organizations that cater to the needs of the employees provide policies and programs that help the employees in maintaining a work-life balance. Organizational factors such as family-friendly policies, relationships with the superior, relationship with colleagues, work schedule, commitments other than teaching, infrastructure facilities influence work-life balance.

a. Assessment of Challenges due to Organizational Factors on Work-life balance

Challenges due to organizational factors were measured using 6 questions and these questions were measured on 5 point rating scale strongly Disagree(SD) (1), Disagree(D) (2), Neutral(N) (3), Agree(A)(4), Strongly Agree(SA) (5). Interpretation will be done based on the Mean Value as $<2 = SD$, $<3 = D$, $>3 = A$ and $>4 = SA$. Analysis of the Components of Organizational Factors is given below.

Table 4.15 Challenges due to Organizational factors on Work-life balance

	SD		D		N		A		SA		Total			
	Fre	%	Fre	%	Fre	%	Fre	%	Fre	%	Count	Mean	Standard Deviation	Median
My organization does not provide family-friendly policies to fulfill family commitments	0	.0%	129	30.6%	105	24.9%	131	31.0%	57	13.5%	422	3.27	1.04	3.00
I do not have a good relation with my superior	0	.0%	289	68.5%	96	22.7%	25	5.9%	12	2.8%	422	2.43	.73	2.00
I do not have a good relation with my colleagues	0	.0%	318	75.4%	59	14.0%	32	7.6%	13	3.1%	422	2.38	.76	2.00
My organization does not follow flexible work schedule	0	.0%	134	31.8%	105	24.9%	133	31.5%	50	11.8%	422	3.23	1.03	3.00
I have been given too many other tasks/ commitments other than teaching	0	.0%	85	20.1%	75	17.8%	188	44.5%	74	17.5%	422	3.59	1.00	4.00
My organization does not provide adequate Infrastructure facilities	0	.0%	185	43.8%	110	26.1%	61	14.5%	66	15.6%	422	3.02	1.10	3.00

Source: Primary source

13.5% of the respondents strongly agree, 31.0% agree that “their organization does not provide family-friendly policies to fulfill their family commitments” and 30.6% disagree whereas 24.9% were neutral for the same. Overall respondents agree that their organization does not provide family-friendly policies to fulfill their family commitments with the mean and standard deviation of 3.27 ± 1.04

2.8% of the respondents strongly agree and 5.9% of the respondents agree that “they do not have a good relationship with their superior” and 68.5% disagree whereas 22.7% were neutral for the same. Overall respondents disagree that they do not have a good relationship with their superior with the mean and standard deviation of $2.43 \pm .73$

3.1% of the respondents strongly agree and 7.6% of the respondents agree that “they do not have a good relationship with their colleagues” and 75.4% disagree whereas 14.0% were neutral about the same. Overall respondents disagree that they do not have a good relationship with their colleagues with the mean and standard deviation of $2.38 \pm .76$

11.8% of the respondents strongly agree and 31.5% agree that “their organization does not follow flexible work schedule” and 31.8% disagree whereas 24.9% were neutral about the same. Overall agree that their organization does not follow a flexible work schedule with the mean and standard deviation of 3.23 ± 1.03

17.5% of the respondents strongly agree and 44.5% agree that “they have been given too many other tasks/commitments other than teaching” and 20.0% disagree whereas 17.8% whereas were neutral about the same. Overall respondents agree that they have been given too many other tasks/commitments other than teaching with the mean and standard deviation of 3.59 ± 1.00

15.6% of the respondents strongly agree and 14.5% agree that “their organization does not provide adequate infrastructure facilities” and 43.8% disagree whereas 26.1% were neutral about the same. Overall respondents agree that their organization does not provide adequate infrastructure facilities with the mean and standard deviation of 3.02 ± 1.10

b. Measuring Overall Challenges due to Organizational factors

There were 6 components under Organizational factors. Analysis of these is given in the previous table 4.14. To measure overall challenges due to organizational factors a score was obtained by summing scores of 6 components. The score ranges from 6 – 30 and this range is divided equally. The level of challenges due to organizational factors is as follows. The score 8-18 challenge low, 19-29 level of challenges moderate and 30-40 level of challenge is high. The analysis is given below:

Table 4.16 Overall challenge due to Organizational Factors

	Frequency	Percent	Mean	S.D
Low	85	20.1	17.94	3.73
Moderate	299	70.9		
High	38	9.0		
Total	422	100.0		
Level of Challenge: 6-30				

6-14	Low
15-22	Moderate
23-30	High

Source: Primary source

20.1 % had low challenges due to Organizational factors, 70.9 % had moderate challenges due to Organizational factors and 9.0% had high challenges due to Organizational factors. Overall respondents had a moderate level of challenges due to Organizational factors with mean and standard deviation score of 17.94 ± 3.73

c. Testing the Hypothesis

Correlation between challenges due to Organizational factors and work-life balance. To ascertain the relationship between challenges due to Organizational factors and work-life balance Karl Pearson correlation coefficient was calculated. The hypothesis H_{12c}: There is a relationship between challenges due to Organizational factors and work-life balance is tested.

Table 4.17 Correlation between challenges due to Organizational factors and Work-life balance.

Correlations				
		Pearson Correlation	p	
WLB	Overall Challenge due to Organizational Factors	-.336	.000	sig

Source: Primary source

The above table shows that there is a significant negative correlation between challenges due to Organizational factors and work-life balance with $r = -.336$, $p = .000$ i.e < 0.01 . Therefore the hypothesis H_{12c}: There is a relationship between challenges due to Organizational factors and work-life balance is accepted. So we conclude that lesser the challenge higher is the work-life balance.

d. Regression Analysis: Impact of Family Factors on Work-Life Balance

To measure challenges due to Organizational factors 6 components were taken. Analysis of these is given in the table no 4.14. To evaluate the impact of these components on work-life balance backward regression analysis was performed by taking 6 components as the independent variables and work-life balance as a dependent variable and analysis are given below in table 4.17.

Table 4.18 Components of Organization Factors and WLB: Regression Analysis

	Unstandardized Coefficients		Standardized Coefficients	t	p	Adjusted R Square	ANOVA p-value
	B	Std. Error	Beta				
(Constant)	36.144	1.544		23.410	.000	.243	.000
My organization does not provide family- friendly policies to fulfill family commitments	-2.358	.373	-.356	-6.317	.000		
I do not have a good relation with my superior	-1.400	.470	-.148	-2.982	.003		
I do not have a good relation with my colleagues	3.364	.507	.369	6.632	.000		
My organization does not follow flexible work schedule	.681	.351	.101	1.941	.043		
I have been given too many other tasks/ commitments other than teaching	-1.493	.348	-.216	-4.284	.000		

Source: Primary source

Among these 6 components backward regression analysis resulted in 5 significant components affecting work-life balance. They are “My organization does not provide family-friendly policies to fulfill family commitments” with $\beta = -.356$, “I do not have a good relationship with my superior” with $\beta = -.148$, “I do not have a good relation with my colleagues” with $\beta = .369$, “My organization does not follow flexible work schedule” with $\beta = .101$, “I have been given too many other tasks/ commitments other than teaching” with $\beta = -.216$.

Among these “My organization does not provide family-friendly policies to fulfill family commitments”, “I do not have a good relationship with my superior”, and “I have been given too many other tasks/commitments other than teaching” have a negative impact on work-life balance which means these factors lead low work-life balance. Factors such as, “I do not have a good relation with my colleagues” and “My organization does not follow flexible work schedule” have a positive impact on work-life balance which means this will lead to a higher work-life balance. All these components have a 24.3% influence on work-life balance.

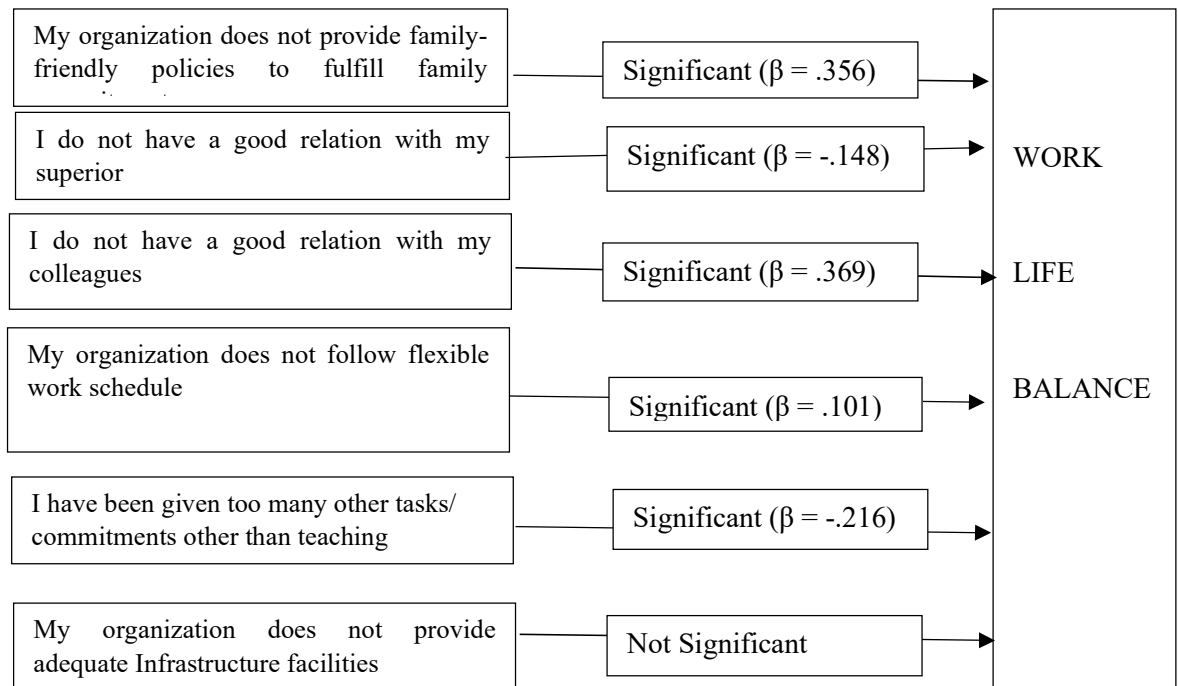


Figure 4.3 Components of Organizational factors and Work-Life Balance: Regression Analysis

Interpretation of the data regarding the socio-demographic status, level of work-life balance, Association of Socio-Demographic status and Work-Life balance and the Challenges such as Individual, Family and Organizational faced by Women teachers of State Universities of Karnataka have been done in this chapter. Study shows Moderate level of work-life balance among Women teachers of State Universities of Karnataka. Challenges due to Individual Factors, Family Factors, and Organizational Factors are also found to be Moderate. Here the analysis of Objective 1, Objective 2 and Objective 3 has been done. Moreover, this section of the study proves Hypothesis 1 and Hypothesis 2.

CHAPTER 5

RESULTS AND DISCUSSION- PART II

5.1 Introduction

Objective 4: To find out the Impact of work-life balance on job satisfaction, Organizational commitment, Family Satisfaction, and Employee performance has been analyzed in this part of the study. Job satisfaction, organizational commitment, family satisfaction, and employee performance were considered under the impact of work-life balance. In this section the Hypothesis H₁₃: Work-life balance has an impact on job satisfaction, Hypothesis H₁₄: Work-life balance has an impact on organizational commitment, Hypothesis H₁₅: Work-life balance has an impact on family satisfaction and Hypothesis H₁₆: Work-Life balance has an impact on Employee performance will be tested.

5.1.1 Job Satisfaction

Job Satisfaction can be referred to as the general attitude of an employee towards his/her job. Job satisfaction helps us to know how contented employees are with their jobs. Various associations create benefit programs and training packages to develop employee morale. Employees become more valuable the longer they serve the organization. Job satisfaction is a very significant attitude in the area of organizational behavior. Here Hypothesis H₁₃: Work-life balance has an impact on job satisfaction is tested.

a. Assessment of the Impact of work-life balance on Job Satisfaction

The impact of work-life balance on Job satisfaction was measured by using 5 questions and these questions were measured on 5 point rating scale SD (1), D(2), N(3), A(4), SA(5). Interpretations will be done based on mean value as <2 = SD, <3 = D, >3 = A and >4 = SA. The analysis of Job satisfaction is given below.

Table 5.1 Impact of work-life balance on job satisfaction

	SD		D		N		A		SA		Total			
	F	%	F	%	F	%	F	%	F	%	Count	Mean	Standard Deviation	Median
My job is like a hobby to me	0	.0%	86	20.4%	73	17.3%	174	41.2%	89	21.1%	422	3.63	1.03	4.00
So far, being in teaching profession has fulfilled and satisfied me.	0	.0%	7	1.7%	72	17.3%	228	54.9%	108	26.0%	415	4.05	.71	4.00
My job is usually interesting enough to keep me from getting bored	0	.0%	22	5.2%	68	16.1%	261	61.8%	71	16.8%	422	3.90	.73	4.00
I feel that I am happier in my work than most other people.	0	.0%	36	8.7%	79	19.0%	193	46.5%	107	25.8%	415	3.89	.89	4.00
I find real enjoyment in my work	0	.0%	36	8.5%	88	20.9%	205	48.6%	93	22.0%	422	3.84	.86	4.00

Source: Primary source

21.1% of the respondents strongly agree and 41.2% agree that “their job is like a hobby to them” and 20.4% disagree whereas 17.3% were neutral for the same. Overall respondents agree that their job is like a hobby to them with the mean and standard deviation of 3.63 ± 1.03

26.0% of the respondents strongly agree and 54.9% agree that “ so far being in the teaching profession has fulfilled and satisfied them” and 1.7% disagree whereas 17.3% were neutral for the same. Overall respondents strongly agree that so far being in the teaching profession has fulfilled and satisfied them with the mean and standard deviation of $4.05 \pm .71$

16.8% of the respondents strongly agree, 61.8% agree that “their job is usually interesting enough to keep them from getting bored” and 5.2% disagree whereas 16.1% were neutral for the same. Overall respondents agree that their job is usually

interesting enough to keep them from getting bored with the mean and standard deviation of $3.90 \pm .73$

25.8% of the respondents strongly agree and 46.5% agree that “ they feel that they are happier in their work than most other people” and 8.7% disagree whereas 19.0% were neutral for the same. Overall respondents agree that they feel that they are happier in their work than most other people with the mean and standard deviation of $3.89 \pm .89$ 22.0% of the respondents strongly agree and 48.6% agree that “they find real enjoyment in their work” and 8.5% disagree whereas 20.9% were neutral for the same. Overall respondents agree that they find real enjoyment in their work with the mean and standard deviation of $3.84 \pm .86$

b. Measuring overall Job satisfaction

There were 5 components under Job satisfaction. An analysis of this is given in the previous table 5.1. To measure Job satisfaction a score was obtained by summing the scores of 5 components. The score ranges from 5-25 and this range is divided equally. The level of Job satisfaction is as follows. The score of 5-11 level of Job Satisfaction is less, 12-18 level of Job Satisfaction moderate and 19-25 level of Job Satisfaction is high.

Table 5.2 Overall Job Satisfaction

	Frequency	Percent	Mean	S.D
Low	0	0	19.1896	3.40352
Moderate	151	35.8		
High	271	64.2		
Total	422	100.0		
Level of Impact: 5-25				
5-11	Low			
12-18	Moderate			
19-25	High			

Source: Primary source

0% had low Job satisfaction, 35. 8% had moderate level Job satisfaction and 64.2% had a high level of job satisfaction. Overall respondents had a high level of with mean standard deviation of 19.1896 ± 3.840352

c. Testing the Hypothesis

Correlation between work-life balance and job satisfaction. To ascertain the relationship between the impact of work-life balance on job satisfaction Karl Pearson correlation coefficient was calculated. The hypothesis H₁₃: Work-life balance has an impact on Job satisfaction is tested.

Table 5.3 Correlation between Work-life balance and Job Satisfaction

Correlations				
		Pearson Correlation	p	
WLB	Overall Job Satisfaction	.497	.000	sig

Source: Primary source

The above table shows that there is a significant positive correlation between work-life balance and job satisfaction with $r = .497$, $p = .000$ which is < 0.01 . So the hypothesis H₁₃: Work-life balance has an impact on job satisfaction is accepted. So we conclude that the higher the work-life balance higher is job satisfaction.

5.1.2 Organizational Commitment

Organizational commitment plays a vital role in the performance of employees and overall organizational performance. The competitive business environment today demands a balanced work-life and personal life. Organizations' are now trying to reduce the stress of the employees by implementing work-life balance policies thus improving Organizational commitment. In this section of the study Hypothesis, H₁₄: Work-life balance has an impact on organizational commitment.

a. Assessment of the Impact of work-life balance on Organizational Commitment

The Impact of Work-life balance on Organizational commitment was measured by using 8 questions and these questions were measured on 5 point rating scale SD (1), D(2), N(3), A(4), SA(5). Interpretations will be done based on mean value as $< 2 = SD$, $< 3 = D$, $> 3 = A$ and $> 4 = SA$. Analysis of Organizational commitment is given below in table 5.4

Table 5.4 Impact of work-life balance on Organizational commitment

	SD		D		N		A		SA		Total			
	Co unt	Row N %	C o u nt	Row N %	Co unt	Row N %	Cou nt	Row N %	Co unt	Row N %	Cou nt	Mea n	Standa rd Deviati on	Medi an
I feel that my place of work is of great personal importance to me	0	.0%	28	6.6%	68	16.1%	206	48.8%	120	28.4%	422	3.99	.84	4.00
I would like to stay at my current place of work for the rest of my working life	0	.0%	72	17.1%	132	31.3%	163	38.6%	55	13.0%	422	3.48	.92	4.00
I will not leave this organization unless I really have no other choice	0	.0%	58	13.7%	104	24.6%	162	38.4%	98	23.2%	422	3.71	.97	4.00
I am willing to put in a great deal of effort beyond that is normally expected for the organization's success	0	.0%	37	8.8%	104	24.6%	200	47.4%	81	19.2%	422	3.77	.86	4.00
I tell my friends that my organization is great to work for.	0	.0%	29	6.9%	110	26.1%	185	43.8%	98	23.2%	422	3.83	.86	4.00
I would accept almost any type of job assignment in order to keep working for this organization	0	.0%	66	15.6%	98	23.2%	203	48.1%	55	13.0%	422	3.59	.90	4.00
I find that my values and the organization's values are very similar	0	.0%	72	17.4%	118	28.5%	169	40.8%	55	13.3%	414	3.50	.93	4.00
For me this is the best of all possible organizations for which to work	0	.0%	65	15.4%	122	28.9%	159	37.7%	76	18.0%	422	3.58	.96	4.00

Source: Primary source

28.4% of the respondents strongly agree, 48.8% agree that “they feel their place of work is of great place of importance to them” and 6.6% disagree whereas 16.1% were neutral for the same. Overall respondents agree that they feel their place of work is of great place of importance to them with the mean and standard deviation of $3.99 \pm .84$

13.0% of the respondents strongly agree, 38.6% agree that “they would like to stay at their current place of work for the rest of working life” and 17.1% disagree whereas 31.3% were neutral for the same. Overall respondents agree that they would like to stay at their current place of work for the rest of working life with the mean and standard deviation of $3.48 \pm .92$

23.2% of the respondents strongly agree, 38.4% agree that “they will not leave this organization unless they really have no other choice” and 13.7% disagree whereas 24.6% were neutral for the same. Overall respondents agree that they will not leave this organization unless they really have no other choice with the mean and standard deviation of $3.71 \pm .97$

19.2% of the respondents strongly agree, 47.4% agree that “they are willing to put in a great deal of effort beyond that is normally expected for the organization success” and 8.8% disagree whereas 24.6% were neutral for the same. Overall respondents agree that they are willing to put in a great deal of effort beyond that is normally expected for the organization success with the mean and standard deviation of $3.77 \pm .86$

23.2% of the respondents strongly agree, 43.8% agree that “they tell their friends that their organization is great to work for” and 6.9% disagree whereas 26.1% were neutral for the same. Overall respondents agree that they tell their friends that their organization is great to work for with the mean and standard deviation of $3.83 \pm .86$

13.0% of the respondents strongly agree, 48.1% agree that “they would accept almost any type of job assignment in order to keep working for this organization” and 15.6% disagree whereas 23.2% were neutral for the same. Overall respondents agree that they would accept almost any type of job assignment in order to keep working for this organization with the mean and standard deviation of $3.59 \pm .90$

13.3% of the respondents strongly agree, 40.8% agree that “they find that their values and the organizations' values are very similar” and 17.4% disagree whereas 28.5% were neutral for the same. Overall respondents agree that they find that their values

and the organizations' values are very similar. The mean and standard deviation is $3.50 \pm .93$

18.0% of the respondents strongly agree, 13.7% agree that “for them, this was the best of all possible organization to work for” and 15.4% disagree whereas 28.9% were neutral for the same. Overall respondents agree that for them this was the best of all possible organization to work for with the mean and standard deviation of $3.58 \pm .96$

b. Measuring Overall Organizational Commitment

Overall Organizational Commitment of the respondents has been measured in the section. There were 8 components under Organizational commitment. The analysis of this is given in the previous table 5.4. To measure Organizational commitment a score was obtained by summing the scores of 8 components. The score ranges from 8-40 and this range is divided equally. The level of Organizational commitment is as follows. The score 8-18 level of Organizational commitment is low, 19 -29 level of Organizational commitment is moderate and 30 -40 level of Organizational commitment is high. The analysis is given below in table 5.5.

Table 5.5 Overall Organizational Commitment

	Frequency	Percent	Mean	S.D
Low	22	5.2	29.3839	5.60027
Moderate	154	36.5		
High	246	58.3		
Total	422	100.0		
Level of Impact: 8-40				
8-18		Low		
19-29		Moderate		
30-40		High		

Source: Primary source

5.2% had a low level of organizational commitment, 36.5% had a moderate level of organizational commitment and 58.3% had a high level of organizational commitment. Overall respondents had a high level of organizational commitment with a mean and standard deviation of 29.3839 ± 5.60027 .

c. Testing the Hypothesis

Correlation between work-life balance and organizational commitment. To ascertain the relationship between work-life balance and organizational commitment Karl

Pearson correlation coefficient was calculated. The hypothesis H₁₄: Work-life balance has an impact on organizational commitment is tested.

Table 5.6 Correlation between Work-life balance and Organizational Commitment

Correlations				
		Pearson Correlation	p	
WLB	Overall Organizational Commitment	.330	.000	sig

Source: Primary source

The above table 5.6 shows that there is a significant positive correlation between work-life balance and organizational commitment with $r = .330$, $p = .000$ which is < 0.01 . So the hypothesis H₁₄: Work-life balance has an impact on organizational commitment is accepted. So we conclude that higher the Work-life balance higher is the organizational commitment.

5.1.3 Family Satisfaction

Family life has a very important role to play in an individual's life as it shapes and structures a person's life. Family satisfaction is considered to be important by the researchers and has been highlighted in the literature like the family outcome. Demands of family Management and work at the same time is not an easy task. Due to the increase in the work demands in the competitive world and the increase in the family demand a working woman has to manage and balance both these areas. In this section of the study Hypothesis, H₁₅: Work-life balance has an impact on family satisfaction is tested.

a. Assessment of the Impact of Work-Life Balance on Family Satisfaction

The impact of work-life balance on Family satisfaction was measured by using 4 questions and these questions were measured on 5 point rating scale SD (1), D(2), N(3), A(4), SA(5). Interpretations will be done based on mean value as $<2 = SD$, $<3 = D$, $>3 = A$ and $>4 = SA$. Analysis of Family satisfaction is given below in table 5.7

Table 5.7 Impact of work-life balance on Family satisfaction

	SD		D		N		A		SA		Total			
	Cou nt	Row N %	Cou nt	Row N %	Cou nt	Row N %	Cou nt	Row N %	Cou nt	Row N %	Cou nt	Mea n	Standa rd Deviati on	Medi an
In general, I am satisfied with my family/home life	0	.0%	36	8.5%	76	18.0%	219	51.9%	91	21.6%	422	3.86	.85	4.00
My family/home life is very enjoyable	0	.0%	36	8.5%	90	21.3%	218	51.7%	78	18.5%	422	3.80	.84	4.00
I can satisfy my own needs and the needs of my family	0	.0%	43	10.2%	119	28.2%	191	45.3%	69	16.4%	422	3.68	.87	4.00
I can make enough time for myself and for family life	0	.0%	79	18.7%	148	35.1%	140	33.2%	55	13.0%	422	3.41	.94	3.00

Source: Primary source

21.6% of the respondents strongly agree, 51.9% of the respondents agree that “in general they are satisfied with their family/home life” and 8.5% disagree whereas 18.0% were neutral for the same. Overall respondents agree that in general, they are satisfied with their family/home life with the mean and standard deviation of $3.86 \pm .85$

18.5% of the respondents strongly agree, 51.7% agree that “their family/home life is very is enjoyable” and 8.5% disagree whereas 21.3% were neutral for the same. Overall respondents agree that their family/home life is very is enjoyable with the mean and standard deviation of $3.80 \pm .84$

16.4% strongly agree, 45.3% agree that “they can satisfy their own needs and the needs of their family” and 10.2% disagree whereas 28.2% were neutral for the same. Overall respondents agree that they can satisfy their own needs and the needs of their family with the mean and standard deviation of $3.68 \pm .87$

13.0% of the respondents strongly agree, 33.2% agree that “they can make enough time for themselves and for family life” and 18.7% disagree whereas 35.1% were neutral for the same. Overall respondents agree that they can make enough time for themselves and for family life with the mean and standard deviation of $3.41 \pm .94$

b. Measuring overall Family Satisfaction

Overall Family satisfaction of the respondents has been measured in this section. There were 4 components under Family Satisfaction. An analysis of this is given in the previous table 5.7. To measure Family Satisfaction a score was obtained by summing the scores of 4 components. The score ranges from 4 -20 and this range is divided equally. The level of Family Satisfaction is as follows. The score 4 -8 level of Family Satisfaction is low, 9 - 14 level of Family Satisfaction is moderate and 15 - 20 level of Family Satisfaction is high. The analysis is given below in table 5.8

Table 5.8 Overall Family Satisfaction

	Frequency	Percent	Mean	S.D
Low	29	6.9	14.7488	3.12502
Moderate	148	35.1		
High	245	58.1		
Total	422	100.0		
Level of Impact: 4-20				
	4-8		Low	
	9-14		Moderate	
	15-20		High	

Source: Primary source

6.9% had low family satisfaction, 31.1% had a moderate level of family satisfaction and 58.1% had a high level of family satisfaction. Overall respondents had a high level of family satisfaction with the mean and standard deviation of 14.7488 ± 3.12502

c. Testing the Hypothesis

Correlation between work-life balance and family satisfaction is tested in this part of the study. To ascertain the relationship between work-life balance and family satisfaction Karl Pearson correlation coefficient was calculated. The hypothesis H₁₅: Work-life balance as an impact on family satisfaction is tested here.

Table 5.9 Correlation between Work-life balance and Family Satisfaction

Correlations				
		Pearson Correlation	p	
WLB	Overall Family Satisfaction	.592	.000	sig

Source: Primary source

The above table shows that there is a significant positive correlation between work-life balance and family satisfaction with the $r = .592$, $p = .000$ which is <0.01 . Therefore the hypothesis H₁₅: work-life balance has an impact on family satisfaction is accepted. So we conclude that the higher the work-life balance, the higher is the family satisfaction.

5.1.4 Employee Performance

An organization's success depends on the performance of the employees. Employee Performance is very important to the organization as well as the individuals. Employee performance contributes directly to the growth of an organization in terms of productivity and efficiency. Employee performance is linked to the tasks and activities carried out efficiently and effectively by the employees and also shows how much employees contribute to the organization in the form of attitude, output, and attendance. Hypothesis H₁₆: Work-Life balance has an impact on Employee performance is tested here.

a. Assessment of the Impact of Work-Life Balance on Employee Performance

The Impact of work-life balance on Employee performance was measured by using 6 questions and these questions were measured on 5 point rating scale SD (1), D(2), N(3), A(4), SA(5). Interpretations will be done based on mean value as $<2 = SD$, $<3 = D$, $>3 = A$ and $>4 = SA$. Analysis of Employee performance is given below in table 5.10.

Table 5.10 Impact of Work-Life Balance on Employee Performance

	SD		D		N		A		SA		Total			
	Coun t	Row N %	Coun t	Row N %	Coun t	Row N %	Coun t	Row N %	Coun t	Row N %	Coun t	Mea n	Standar d Deviation	Media n
I adequately complete assigned duties.	0	.0 %	7	1.7 %	48	11.4 %	233	55.2 %	134	31.8 %	422	4.17	.69	4.00
I meet formal performance requirements of the job.	0	.0 %	14	3.4 %	55	13.3 %	226	54.5 %	120	28.9 %	415	4.09	.74	4.00
I don't neglect aspects of the job that I am obligated to perform.	0	.0 %	0	.0%	53	12.6 %	212	50.2 %	157	37.2 %	422	4.25	.66	4.00
I fulfill responsibilities specified in the job description	0	.0 %	0	.0%	48	11.4 %	211	50.0 %	163	38.6 %	422	4.27	.65	4.00
I perform tasks that are expected of me	0	.0 %	0	.0%	41	9.7%	218	51.7 %	163	38.6 %	422	4.29	.63	4.00
I am satisfied with the work performance and respect with coworkers, students and superior from diverse backgrounds.	0	.0 %	14	3.3 %	91	21.6 %	190	45.0 %	127	30.1 %	422	4.02	.81	4.00

Source: Primary source

31.8 % of the respondents strongly agree, 55.2% agree that “they adequately complete assigned duties” and 1.7% disagree whereas 11.4% were neutral for the same. Overall respondents strongly agree that they adequately complete assigned duties with the mean and standard deviation of $4.17 \pm .69$

28.9% of the respondents strongly agree, 54.5% agree that “they meet formal performance requirements of the job” and 3.4% disagree whereas 13.3% were neutral for the same. Overall respondents strongly agree that they meet the formal performance requirements of the job with the mean and standard deviation of $4.09 \pm .74$

37.2% of the respondents strongly agree, 50.2% agree that “they don’t neglect aspects of the job that they are obligated to perform” and 0% disagree whereas 12.6%

were neutral for the same. Overall respondents strongly agree that they don't neglect aspects of the job that they are obligated to perform with the mean and standard deviation of $4.25 \pm .66$

38.6% of the respondents strongly agree, 50.0% agree that "they fulfill responsibilities specified in the job description" and 0% disagree whereas 11.4% were neutral towards the same. Overall respondents strongly agree that they fulfill responsibilities specified in the job description with the mean and standard deviation of $4.27 \pm .65$

38.6% of the respondents strongly agree, 51.7% agree that "they perform the task that is expected of them" and 0% disagree whereas 9.7% were neutral towards the same. Overall respondents strongly agree that they perform the task that is expected of them with the mean and standard deviation of $4.29 \pm .63$

30.1% of the respondents strongly agree, 45.0% agree that "they are satisfied with the work performed and respect with co-workers, students, and superiors from diverse backgrounds" and 3.3% disagree whereas 21.6% were neutral towards the same. Overall respondents strongly agree that they are satisfied with the work performance and respect with co-workers, students, and superiors from diverse backgrounds with the mean and standard deviation of $4.02 \pm .81$

b. Measuring Overall Employee Performance

Overall Employee Performance of the respondents is measured here. There were 6 components under Employee performance. An analysis of this is given in the previous table 5.11. To measure Employee performance a score was obtained by summing the scores of 6 components. The score ranges from 6 -30 and this range is divided equally. The level of Employee performance is as follows. The score 6- 14 level of Employee performance is low, 15 - 22 level of Employee performance is moderate and 23 - 30 level of Employee performance is high. The analysis is given below in table 5.12

Table 5.11 Overall Employee Performance

	Frequency	Percent	Mean	S.D
Low	0	0	25.01	3.45
Moderate	62	14.7		
High	360	85.3		
Total	422	100.0		
Level of Coping: 6-30				
6-14		Low		
15-22		Moderate		
23-30		High		

0% had low employee performance, 14.7% had a moderate level of employee performance and 85.3% had high employee performance. Overall respondents had a high level of employee performance with the mean and standard deviation of 25.01 ± 3.45

c. Testing the Hypothesis

Correlation between work-life balance and employee performance is tested here. To ascertain the relationship between work-life balance and employee performance Karl Pearson correlation coefficient was calculated. The Hypothesis H₁₆: Work-life balance has an impact on employee performance is tested.

Table 5.12 Correlation between Work-life balance and Employee performance

Correlations				
		Pearson Correlation	p	
WLB	Employee Performance	.169	.001	sig

Source: Primary source

Above table 5.13 shows that there is a significant positive correlation between work-life balance and employee performance with the $r = .169$, $p = .001$ which is less than 0.01. Therefore the hypothesis H₁₆: work-life balance has an impact on employee performance is accepted. So we conclude that the higher the work-life balance, the higher is the employee performance.

5.2 Individual Practices and Strategies

Objective 5: To identify the practices and strategies towards maintaining the work-life balance adopted by Individual respondents has been analyzed here. Practices and strategies can be termed as coping strategies that include the cognitive and behavioral effort that employees invest in order to face a stressful environment. Attaining a

healthy work-life balance needs managing personal and professional life in a sustainable manner that keeps employees' energy flowing keeping them healthy and contented.

a. Assessment of Individual Coping Strategies

In the study practices and strategies adopted by women towards maintaining work-life balance were identified by using 10 questions. Here the Hypothesis H₁₇: There is a relationship between work-life balance and coping strategies adopted by women will be tested. These 10 questions on Coping Strategies were measured on 5 point rating scale SD (1), D(2), N(3), A(4), SA(5). Interpretations will be done based on mean value as <2 = SD, <3 = D, >3 = A and >4 = SA. Analysis of Coping Strategies is given below in table 5.14

Table 5.13 Individual Coping Strategies

	SD		D		N		A		SA		Total			
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Mean	Standard Deviation	Median
I have learnt to maintain a positive outlook	0	.0 %	7	1.7 %	49	11.6 %	219	51.9 %	147	34.8 %	422	4.20	.70	4.00
I undergo physical exercise regularly	0	.0 %	79	18.7 %	129	30.6 %	155	36.7 %	59	14.0 %	422	3.46	.95	4.00
I do Yoga/ meditation to maintain my physical and mental health	0	.0 %	93	22.0 %	149	35.3 %	125	29.6 %	55	13.0 %	422	3.34	.96	3.00
I use social Media at the end of the day for my Relaxation purposes	0	.0 %	57	13.5 %	98	23.2 %	177	41.9 %	90	21.3 %	422	3.71	.95	4.00
I order groceries on-line thus reducing shopping chores	0	.0 %	109	25.8 %	166	39.3 %	118	28.0 %	29	6.9 %	422	3.16	.89	3.00

I make conscious decision not to take work home	0	.0 %	93	22.0 %	104	24.6 %	127	30.1 %	98	23.2 %	422	3.55	1.08	4.00
I do not work over weekends	0	.0 %	138	32.7 %	148	35.1 %	88	20.9 %	48	11.4 %	422	3.11	.99	3.00
I do not think about work when I am at home	0	.0 %	223	52.8 %	63	14.9 %	76	18.0 %	60	14.2 %	422	2.94	1.13	2.00
I plan my vacation schedule to match the vacation of my spouse / Children	0	.0 %	90	21.3 %	115	27.3 %	132	31.3 %	85	20.1 %	422	3.50	1.04	4.00
Time - management, Prioritizing and goal setting helps me in balancing and increase my efficiency	0	.0 %	37	8.8 %	76	18.0 %	204	48.3 %	105	24.9 %	422	3.89	.88	4.00

Source: Primary source

34.8% of the respondents strongly agree, 51.9% agree that “they have learned to maintain a positive outlook”, and 1.7% disagree whereas 11.6% were neutral for the same. Overall respondents strongly agree that they have learned to maintain a positive outlook with a mean and standard deviation of $4.20 \pm .70$

14.0% of the respondents strongly agree, 36.7% agree that “they undergo physical exercise regularly” and 18.7% disagree whereas 30.6% were neutral for the same. Overall respondents agree that they undergo physical exercise regularly with the mean and standard deviation of $3.46 \pm .95$

13.0% of the respondents strongly agree, 29.6% agree that “they do yoga \ meditation to maintain physical and mental health” and 22.0% disagree whereas 35.3% were neutral for the same. Overall respondents agree that they do yoga \ meditation to maintain physical and mental health with the mean and standard deviation of $3.34 \pm .96$

21.3% of the respondents strongly agree, 41.9% agree that “they use social media at the end of the day for their relaxation purposes” and 13.5% disagree whereas 23.2% were neutral for the same. Overall respondents they use social media at the end of the day for their relaxation purposes with the mean and standard deviation of $3.71 \pm .95$

6.9% of the respondents strongly agree, 28.0% agree that “they order groceries online thus reducing shopping chores” and 25.8% disagree whereas 39.3% were neutral for the same. Overall respondents agree that they order groceries online thus reducing shopping chores with the mean and standard deviation of $3.16 \pm .89$

23.2% of the respondents strongly agree, 30.1% agree that “they make conscious decisions not take work home” and 22.0% disagree whereas 24.6% were neutral for the same. Overall respondents agree that they make conscious decisions not to take work home with the mean and standard deviation of 3.55 ± 1.08

11.4% % of the respondents strongly agree, 20.9% agree that “they do not work over weekends “and 32.7% disagree whereas 35.1% were neutral for the same. Overall respondents agree that they do not work over weekends with the mean and standard deviation of $3.11 \pm .99$

14.2% of the respondents strongly agree, 18.0% agree that “they do think about work when they are at home” 52.8% disagree whereas 14.9% were neutral for the same. Overall respondents disagree that they do think about work when they are at home with the mean and standard deviation of 2.94 ± 1.13

20.1% of the respondents strongly agree, 31.3% agree that “they plan their vacation schedule of their spouse \ children” and 21.3% disagree whereas 27.3% were neutral for the same. Overall respondents agree that they plan their vacation schedule of their spouse \ children with the mean and standard deviation of 3.50 ± 1.04

24.9% of the respondents strongly agree, 48.3% agree that “Time – management, prioritizing and roll setting helps them in balancing and increasing their efficiency” and 8.8% disagree whereas 18.0% were neutral for the same. Overall respondents agree that Time – management, prioritizing and roll setting helps them in balancing and increasing their efficiency with the mean and standard deviation of $3.89 \pm .88$

b. Measuring Overall Individual Practices and Strategies

Overall Individual Coping strategies is measured here. There were 10 components under Coping Strategies. The Analysis of this is given in the previous table 5.14. To measure Coping Strategies a score was obtained by summing the scores of 10 components. The score ranges from 10 -50 and this range is divided equally. The level of Coping Strategies is as follows. The score 10- 22 level of Coping Strategies is low, 23 - 36 level of Coping Strategies is moderate and 37 - 50 level of Coping Strategies is high. The Analysis is given below in table 5.15.

Table 5.14 Overall Coping Strategies

	Frequency	Percent	Mean	S.D
Low	0	0	34.74	5.65
Moderate	302	71.6		
High	120	28.4		
Total	422	100.0		
Level of Provisions: 10-50				
10-22		Low		
23-36		Moderate		
37-50		High		

Source: Primary source

0% had low Coping Strategies, 71.6% had a moderate level of Coping Strategies and 28.4% had a high level of Coping Strategies. Overall respondents had a Moderate level of Coping Strategies with the mean and standard deviation of 34.74 ± 5.65

c. Testing the Hypothesis

Correlation between work-life balance and Coping Strategies. Correlation is tested in this part of the study. To ascertain the relationship between work-life balance and Individual practices and strategies Karl Pearson correlation coefficient was calculated. The Hypothesis H₁₇: There is a relationship between work-life balance and coping strategies adopted by women is tested here.

Table 5.15 Correlation between Work-life balance and Coping Strategies adopted by women

Correlations				
		Pearson Correlation	p	
WLB	Overall Coping Strategies	.162	.001	sig

Source: Primary source

The above table shows that there is a significant positive correlation between work-life balance and Coping Strategies with the $r = .162$, $p = .001$ which is less than 0.01. Therefore the hypothesis H₁₇: There is a relationship between Work-life Balance and coping strategies adopted by women is accepted. So we conclude that higher the Coping Strategies, higher is the work-life balance.

5.3 Legislative Provisions Enabling Work-Life Balance

Objective 6: To study the legislative provisions enabling work-life balance has been analyzed in this part of the study. Legislative policies enable women to balance the demands of family and also retain their jobs. Organizations can help women employees attain work-life balance by adopting policies formulated by the legislative bodies.

a. Assessment of Legislative Provisions

Legislative provisions enabling Work-life balance were measured using 6 questions. These questions were measured on 5 point rating scale SD (1), D(2), N(3), A(4), SA(5). Interpretations will be done based on mean value as $<2 = SD$, $<3 = D$, $>3 = A$ and $>4 = SA$. Analysis of Legislative and judicial provisions is given below in table 5.17

Table 5.16 Legislative Provisions Enabling Work-Life balance

	SD		D		N		A		SA		Total			
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Mean	Standard Deviation	Median
Income support, benefits and allowances provided by the organsaition	0	.0 %	98	23.2 %	157	37.2 %	139	32.9 %	28	6.6 %	422	3.23	.88	3.00

is effective														
Leave policy of my organization helps me in maintaining work-life balance	0	.0 %	106	25.1 %	108	25.6 %	167	39.6 %	41	9.7 %	422	3.34	.96	3.00
I feel Health and medical schemes of the organization are adequate and supportive	0	.0 %	151	35.8 %	126	29.9 %	109	25.8 %	36	8.5 %	422	3.07	.98	3.00
Maternity benefits of the organization supports child care and my health	0	.0 %	121	28.7 %	147	34.8 %	118	28.0 %	36	8.5 %	422	3.16	.94	3.00
Policies and schemes are framed based on employee needs	0	.0 %	137	32.5 %	132	31.3 %	124	29.4 %	29	6.9 %	422	3.11	.94	3.00
My organization has maintained mechanism to deal with Harassment at work place	0	.0 %	94	22.3 %	134	31.8 %	167	39.6 %	27	6.4 %	422	3.30	.89	3.00

Source: Primary source

6.6% of the respondents strongly agree, 32.9% agree that “Income support, benefits, and allowances provided by the organization is effective” and 23.2% disagree whereas 37.2% were neutral about the same. Overall respondents agree that Income support, benefits, and allowances provided by the organization are effective with the mean and standard deviation of $3.23 \pm .88$

9.7% of the respondents strongly agree, 39.6% agree that the “leave policy of their organization helps them in maintaining work-life balance” and 25.1% disagree whereas 25.6% were neutral for the same. Overall respondents agree that leave policy

of their organization helps them in maintaining a work-life balance with the mean and standard deviation of $3.34 \pm .96$

8.5% of the respondents strongly agree, 25.8% agree that “they feel health and medical schemes of the organization are adequate and supportive” and 35.8% disagree whereas 29.9% were neutral for the same. Overall respondents agree that they feel healthier and medical schemes of the organization are adequate and supportive with the mean and standard deviation of $3.07 \pm .98$

8.5% of the respondents strongly agree, 28.0% agree that “maternity benefits the organization supports childcare and their health” and 28.7% disagree whereas 34.8% were neutral for the same. Overall respondents agree that maternity benefits the organization support childcare and their health with the mean and standard deviation of $3.16 \pm .94$

6.9% of the respondents strongly agree, 29.4% agree that “policies and schemes are framed based on employee needs” and 32.5% disagree whereas 31.3% were neutral for the same. Overall respondents agree that policies and schemes are framed based on employee needs with the mean and standard deviation of $3.11 \pm .94$

6.4% of the respondents strongly agree, 39.6% agree that “their organization has maintained a mechanism to deal with harassment at workplace” and 22.3% disagree whereas 31.8% were neutral about the same. Overall respondents agree that their organization has maintained a mechanism to deal with harassment at the workplace with the mean and standard deviation of $3.30 \pm .89$

b. Measuring Overall Legislative Provisions enabling work-Life Balance

There were 6 components under Legislative and Judicial Provisions. An analysis of this is given in the previous table 5.17. To measure overall Legislative and Judicial provisions a score was obtained by summing the scores of 6 components. The score ranges from 6 -30 and this range is divided equally. The level of Legislative and Judicial provisions are as follows. The score 6 -14 Legislative and Judicial provision is low, 15 - 22 level of Legislative and Judicial provision is moderate and 23 - 30 level of Legislative and Judicial provision is high. The analysis is given below in table 5.18

Table 5.17 Overall Legislative Provisions enabling Work-Life Balance

	Frequency	Percent	Mean	S.D
Low	99	23.5	19.1611	4.49783
Moderate	213	50.5		
High	110	26.1		
Total	422	100.0		
Level of Impact: 6-30				
6-14		Low		
15-22		Moderate		
23-30		High		

Source: Primary source

23.5% showed a low level of legislative and judicial interventions, 50.5% showed a moderate level of legislative and judicial interventions and 26.1% showed high levels of legislative and judicial interventions. Overall respondents felt that the legislative provisions enabled a moderate level in maintaining a work-life balance with the mean and standard deviation 19.1611 ± 4.49783

c. Testing the Hypothesis

Correlation between work-life balance and Legislative Provisions. To ascertain the relationship between work-life balance and Legislative Provisions Karl Pearson correlation coefficient was calculated. The hypothesis H₁₈: There is a relationship between Work-life Balance and Legislative Provisions will be tested.

Table 5.18 Correlation between Work-life balance and Legislative Provisions

Correlations				
		Pearson Correlation	p	
WLB	Overall Legislative Provisions	.252	.000	sig

Source: Primary source

The above table shows that there is a significant positive correlation between work-life balance and Legislative and Judicial Provisions with the $r = .252$, $p = .000$ that is less than 0.01. Therefore the hypothesis H₁₈: There is a relationship between Work-life Balance and Legislative Provisions is accepted. So we conclude that higher the Legislative and Judicial Provisions, higher is the work-life balance.

5.4 Glass Ceiling

Objective 8: To measure the existence of the Glass ceiling and its relationship with work-life balance is done in this part of the study. The metaphor Glass ceiling is used to signify an invisible or artificial barrier that prevents minorities and women from rising above a certain level of the hierarchy. It is used to label the difficulties faced by women while moving to higher roles in this male-dominated hierarchy. But in this study, an attempt has been made to find the existence of the Glass ceiling and also the relationship between the Glass ceiling and Work-life balance. Due to the inability to maintain a balance between work and family women themselves deny the opportunities of climbing the hierarchical ladder. This aspect has been highlighted in the study.

a. Assessment of the Glass Ceiling

The glass ceiling was measured using 4 questions and these questions were measured on 5 point rating scale SD (1), D(2), N(3), A(4) SA(5). Interpretations will be done based on mean value as $<2 = SD$, $<3 = D$, $>3 = A$ and $>4 = SA$. The Analysis of the Glass Ceiling is given below in table 5.20

Table 5.19 Showing Glass Ceiling

	SD		D		N		A		SA		Total			
	Co unt	Ro w N %	C o u nt	Ro w N %	Co unt	Ro w N %	Co unt	Ro w N %	Co unt	Ro w N %	Co unt	Me an	Stand ard Deviat ion	Medi an
I have been under - represented in the management decisions	0	.0%	163	38.6%	122	28.9%	102	24.2%	35	8.3%	422	3.02	.98	3.00
I have not been assigned certain responsibilities/ Positions since I have issues with work-life balance	0	.0%	161	38.2%	122	28.9%	125	29.6%	14	3.3%	422	2.98	.90	3.00
I have denied certain advancement option due to my family	0	.0%	143	33.9%	89	21.1%	114	27.0%	76	18.0%	422	3.29	1.12	3.00

commitment s.															
I feel Women are not easily promoted from lower positions into top administrative positions	0	.0%	163	38.6%	83	19.7%	106	25.1%	70	16.6%	422	3.20	1.12	3.00	

Source: Primary source

8.3% of the respondents strongly agree, 24.2% of the respondents agree that “they have been underrepresented in the management decisions” and 38.6% disagree whereas 28.9% were neutral for the same. Overall respondents agree that they have been underrepresented in the management decisions with the mean and standard deviation of $3.02 \pm .98$

3.3% of the respondents strongly agree, 29.6% agree that “they have not been assigned certain responsibilities/positions since they have issues with Work-life balance” and 38.2% disagree whereas 28.9% were neutral for the same. Overall respondents disagree that they have not been assigned certain responsibilities/positions since they have issues with Work-life balance with the mean and standard deviation of $2.98 \pm .90$

18.0% of the respondents strongly agree, 27.0% agree that “they have denied certain advancement option due to their family commitment” and 33.9% disagree whereas 21.1% were neutral for the same. Overall respondents agree that they have denied certain advancement option due to their family commitment with the mean and standard deviation of 3.29 ± 1.12

16.6% of the respondents strongly agree and 25.1% agree that “they feel women are not easily promoted from lower positions into top administrative positions” and 38.6% disagree whereas 19.7% were neutral for the same. Overall respondents agree that they feel women are not easily promoted from lower positions into top administrative positions with the mean and standard deviation of 3.20 ± 1.12

b. Measuring the Glass Ceiling

There were 4 components under the Glass Ceiling. An analysis of this is given in the previous table 5.20. To measure Glass Ceiling a score was obtained by summing the

scores of 4 components. The score ranges from 4 -20 and this range is divided equally. The level of the Glass Ceiling is as follows. The score 6- 14 level of Glass Ceiling is low, 15-22 level of Glass Ceiling is moderate and 23-30 level of Glass Ceiling is high. The analysis is given below in table 5.21

Table 5.20 Overall Glass Ceiling

	Frequency	Percent	Mean	S.D
Low	93	22.0	12.49	3.40
Moderate	204	48.6		
High	124	29.4		
Total	422	100.0		
Level of Existence: 4-20				
4-8		Low		
9-14		Moderate		
15-20		High		

Source: Primary source

22.0 % felt the existence of the Glass Ceiling was low, 48.6% felt a moderate level of Glass Ceiling and 29.4 % felt high Glass Ceiling. Overall respondents felt a Moderate level of the existence of the Glass Ceiling with the mean and standard deviation of 12.49 ± 3.40

c. Testing the Hypothesis

Correlation between the Glass Ceiling and work-life balance. To ascertain the relationship between the Glass Ceiling and work-life balance Karl Pearson correlation coefficient was calculated. The hypothesis H₁₉: There is a relationship between the Glass ceiling and Work-life Balance is tested.

Table 5.21 Correlation between Work-life balance and Glass Ceiling

Correlations				
		Pearson Correlation	p	
WLB	Glass Ceiling	-.231	.002	sig

Source: Primary source

The above table shows that there is a significant negative correlation between work-life balance and Glass Ceiling with the $r = -.231$, $p = .002$ which is less than 0.05. Therefore the hypothesis H₁₉: There is a relationship between Glass ceiling and

Work-life Balance is accepted. So we conclude that lower the work-life balance higher the glass ceiling.

CHAPTER 6

RESULTS OF THE PROPOSED MODEL

6.1 Introduction

The literature review shows the existence of various models of work-life balance. These empirical models are guiding research and practice and are practical support for further research. Alam Et al. (2009) developed the Working Hours Model, The Career Progression Model proposed by Aseidu- Appiah Et al. (2014), Emotional Exhaustion Model by Yavas Et al (2008) as published by Rama Swati Et. al, Work Commitment model by Azeem and Akhtar (2014), Job Satisfaction model proposed by Nikkhah Et al. (2013) are the models developed and practically proven through research [31-35]. Based on the issues presented in these models a new Work-life balance framework for women teachers of State Universities of Karnataka is developed in this study.

6.2 Model of Work-Life Balance for Women Teachers of State Universities of Karnataka

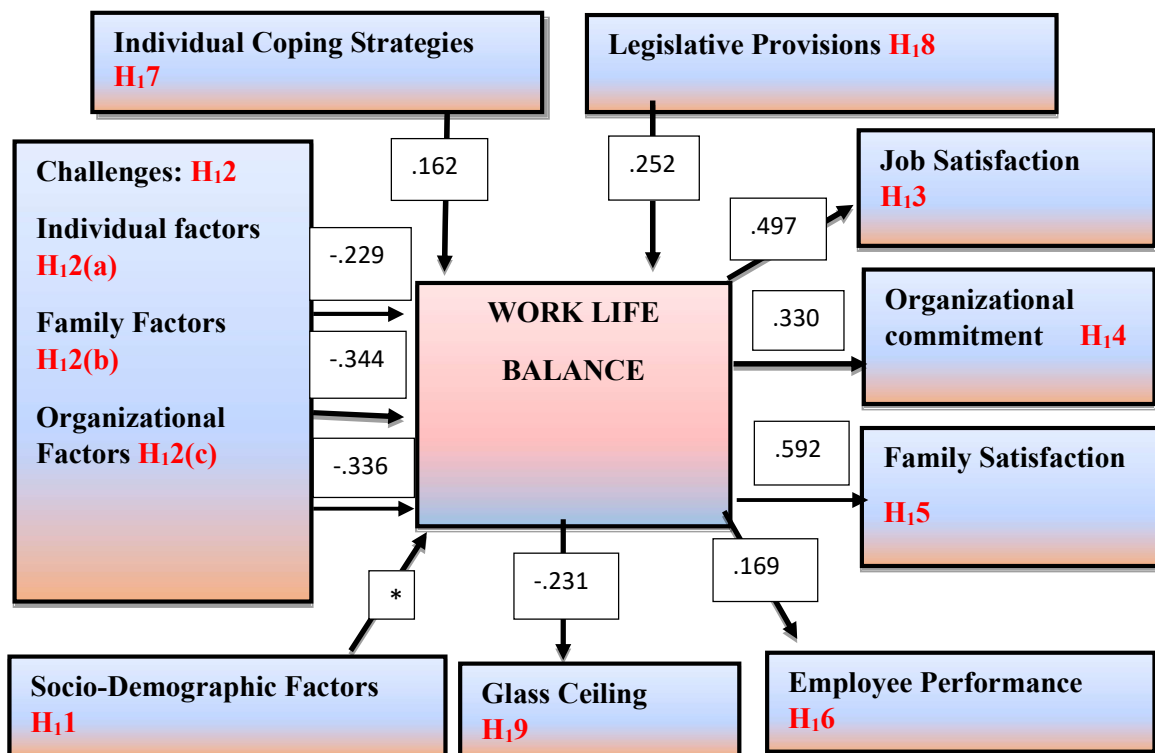


Figure 6.1 Results of the proposed model for work-life balance for Women teachers of State Universities of Karnataka. *Socio-Demographic variables are explained in the sub-model figure 6.2

Under the conceptual model Association of Socio-Demographic factors with work-life balance, Challenges faced, Impact of work-Life balance, Individual Coping strategies adopted by women, Legislative and Legal Provisions and the relationship between Glass ceiling and Work-life balance is considered. Analysis has been done by using Karl Pearson's correlation coefficient test. Chi-Square test and Fisher's exact test has been used to analyze the association of socio-demographic variables with work-life balance. After the Analysis, it is observed that among the 17 socio-demographic variables 14 variables have a significant influence on work-life balance. This is highlighted and explained in figure 6.2. Challenges faced by women have been studied under three domains such as Individual factors, Family factors, and Organizational factors. All three domains show a negative significant correlation with work-life balance. The impact of work-life balance on job satisfaction, organizational commitment, family satisfaction, and employee performance was tested. Results show a positive significant correlation between work-life balance and job satisfaction, organizational commitment, family satisfaction, and employee performance. The study also shows the positive significant correlation between Individual strategies and practices and work-life balance. Legislative and legal provisions also show a positive significant correlation with work-life balance. Further results of the study show a negative significant correlation between the glass ceiling and work-life balance. Therefore the conceptual model is proved in this section of the study.

6.3 Sub-Model for Association of Socio-Demographic variables with Work-Life Balance

The association of socio-demographic variables of women teachers of state universities of Karnataka with Work-life balance is shown in figure 6.2

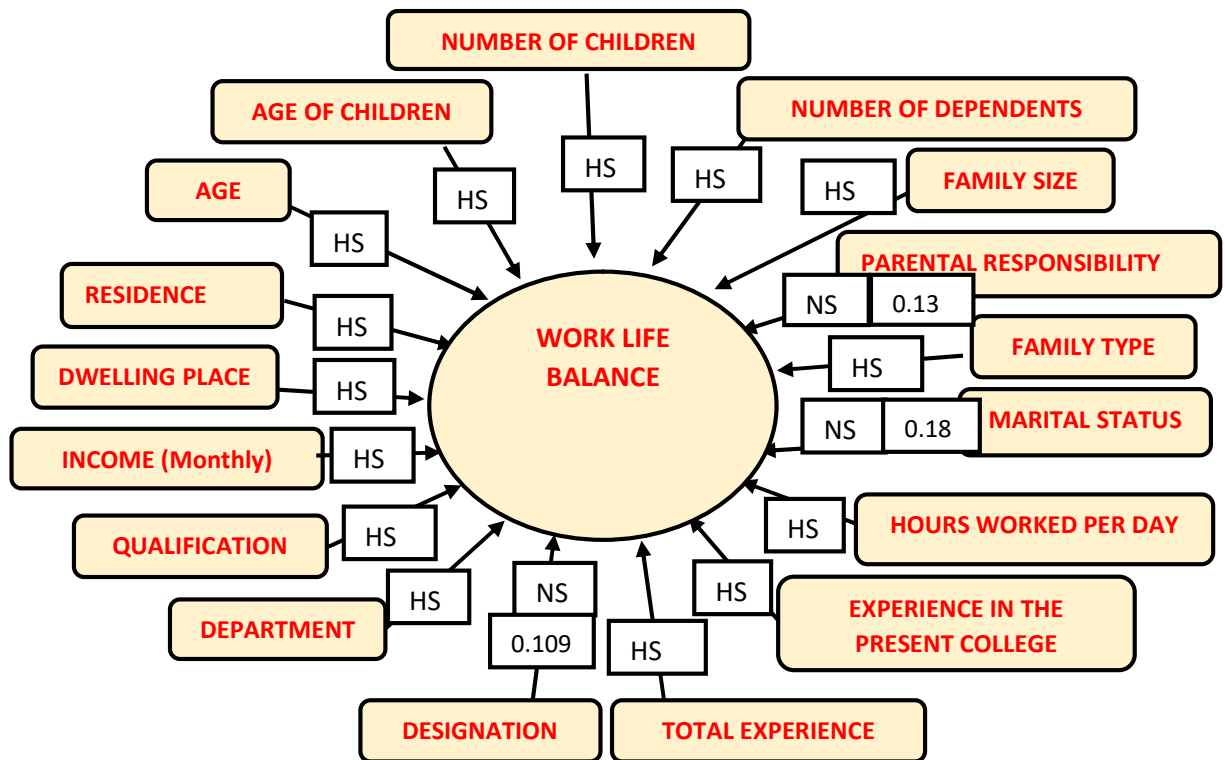


Figure 6.2 Socio-Demographic Variables affecting Work-life Balance

In order to analyze the association with the work-life balance, 17 socio-demographic variables are considered. The analysis of the data is shown in table 4.6(a) and table 4.6(b). Chi-square test and Fisher’s exact test was used to analyze the data. Study shows that 14 socio-demographic variables such as Age, Residence Type, Dwelling place, Income(monthly), Qualification, Department, Total Experience, Experience in the present college, Hours worked per day, Family type, Family size, Number of dependents, Number of Children and Age of Children have a significant association with work-life balance with p-value <0.01. Whereas 3 socio-demographic variables such as Designation, Marital status, and Parental Responsibility showed no significant Association with Work-Life Balance with p-value >0.05. The study shows that the majority of the socio-demographic variables have a significant association with the Work-Life Balance of the respondents with a p-value <0.01.

6.4 Sub-Model for Challenges Faced

Challenges faced by women teachers of state universities of Karnataka is shown in Figure 6.3

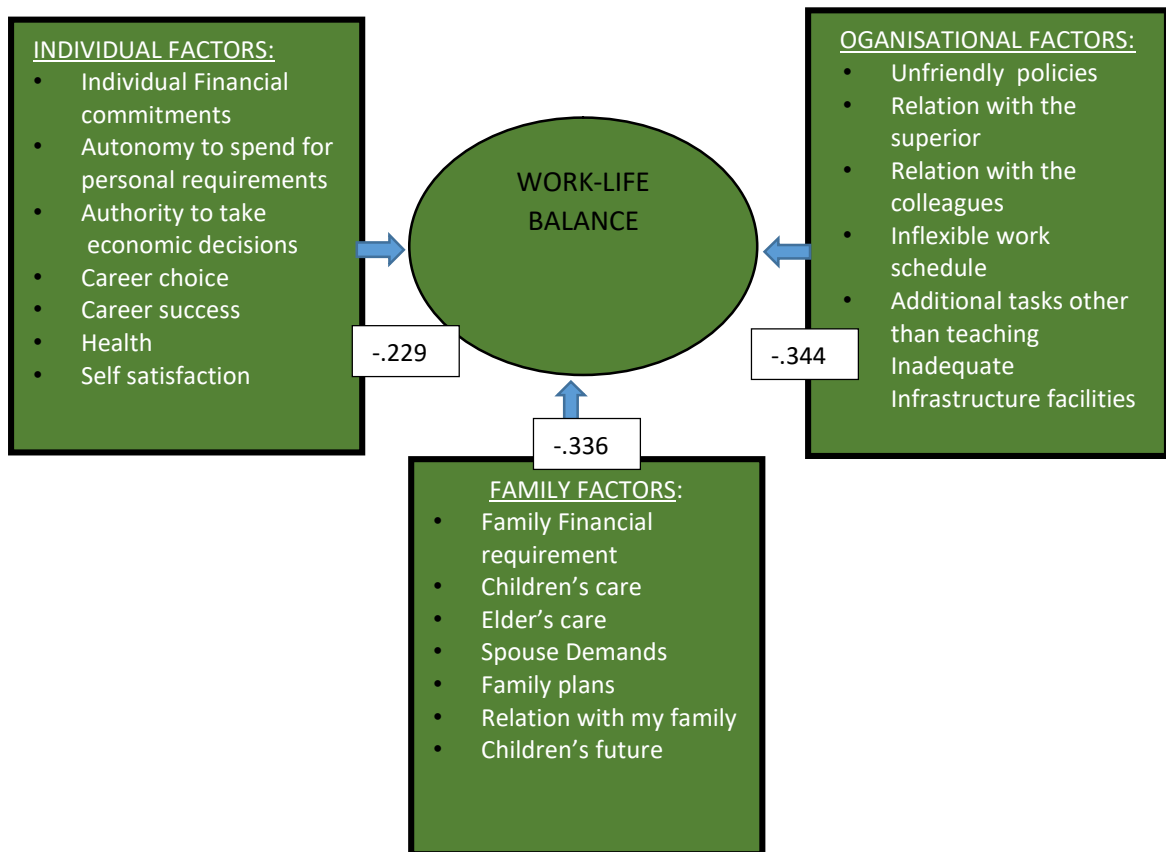


Figure 6.3 Challenges Faced by Women teachers of state universities of Karnataka

To review the challenges faced by women in maintaining work-life balance three domains such as Individual factors, Family Factors, and Organizational factors are considered. Assessment of these three domains has been done in table 4.7, table 4.11 and table 4.14 respectively. Karl Pearson's correlation coefficient test shows that there is a negative significant correlation between Individual Factors (-0.229, $p = .000$), Family factors (-0.344, $p = .000$), Organizational factors (-0.336, $p = .000$) and work-life balance. This shows that the higher the challenges due to Individual factors, Family Factors, and Organizational factors, the lower is the work-life balance.

6.5 Sub-Model for Impact of Work-Life Balance

Impact of work-life balance on job satisfaction, Organizational commitment, Family Satisfaction, and Employee performance is shown in figure 6.4

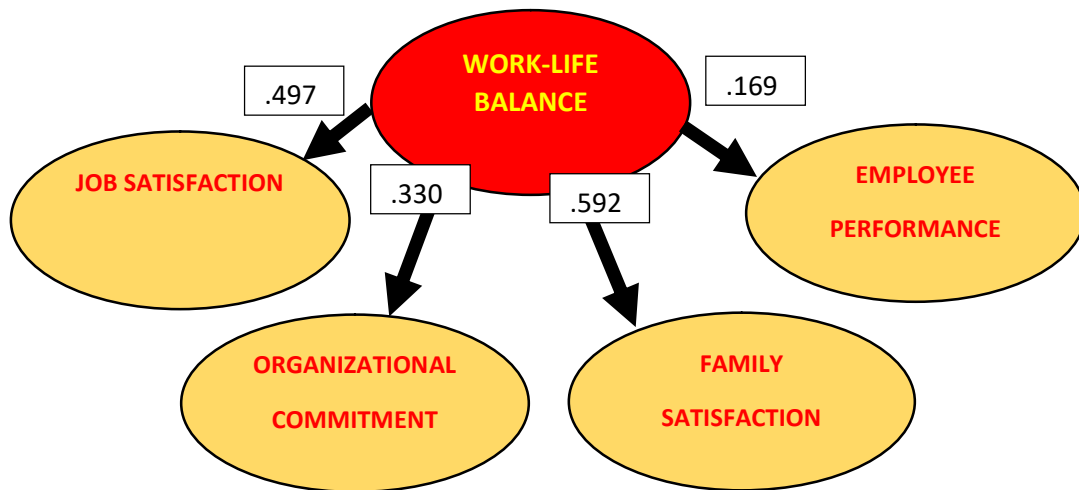


Figure 6.4 Impact of work-life balance on job satisfaction, Organizational commitment, Family Satisfaction, and Employee performance

In order to analyze the impact of work-life balance on job satisfaction, Organizational commitment, Family Satisfaction, and Employee performance a sub-model has been developed and proved in the study. The Analysis of this is shown in table 5.1 (Job satisfaction), table 5.4 (Organizational Commitment), table 5.7 (Family Satisfaction) and table 5.10 (Employee Performance). Karl Pearson's correlation coefficient test shows a positive significant correlation between work-life balance and job satisfaction with $r = .497$, $p = .000$, Organizational Commitment with $r = .330$, $p = .000$, Family Satisfaction with $r = .592$, $p = .000$ and Employee Performance with $r = .169$, $p = .001$. This shows that the higher the work-life balance, the higher is the job satisfaction, Organizational commitment, Family Satisfaction, and Employee performance.

6.6 Sub-Model for Individual Coping Strategies and Legislative Provisions

Influence of Individual Individual Practices and strategies and Legislative provisions on work-life balance is shown in Figure 6.5

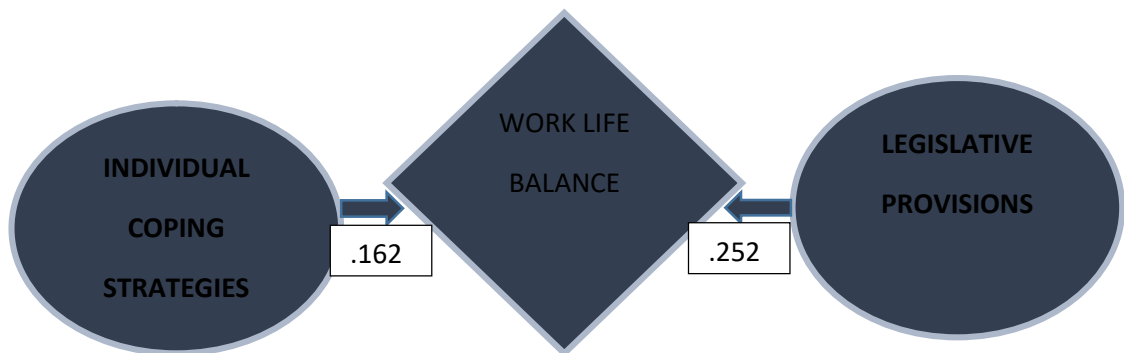


Figure 6.5 Influence of Individual Practices & strategies and Legislative provisions on work-life balance

Influence of Individual Individual Practices and strategies and Legislative provisions Work-Life balance has been analyzed and shown in table 5.14. The correlation is tested by using Karl Pearson's correlation coefficient test. The test shows a significant correlation between Individual strategies and work-life balance with $r = .162$, $p = .001$. Similarly, the influence of Legislative provisions on work-life balance was done and analyzed in table 5.17. Karl Pearson's correlation coefficient test shows a positive significant correlation between legislative provisions and work-life balance with $r = .252$, $p = .000$. This shows that the higher the coping strategies and legislative provisions, the higher is the work-life balance.

6.7 Sub-Model for Relationship Between the Glass Ceiling and Work-Life Balance

Relationship between the Glass ceiling and work-life balance is shown in Figure 6.6

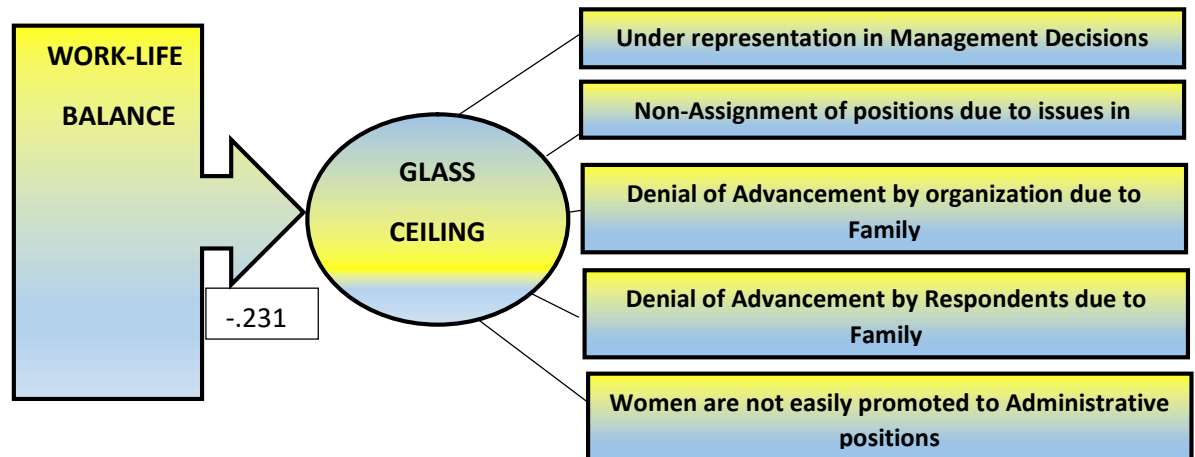


Figure 6.6 Relationship of the Glass-Ceiling on work-life balance

In order to show the relationship between the Glass ceiling and work-life balance, a sub-model has been developed and analyzed. The analysis is given in table 5.20. Further the relationship has been tested by using Karl Pearson's correlation coefficient test. Results show that there is a significant negative correlation between Glass ceiling and work-life balance with $r = -.231$, $p = .002$. This shows that lower the work-life balance higher is the Glass ceiling and vice-versa.

CHAPTER 7

FINDINGS AND CONCLUSION

The findings of this study analyzed in chapters 4, 5 and 6 are summarized and discussed as follows:

7.1 Socio-Demographic Variables and Work-Life Balance

Objective 1: To study the socio-demographic status of the respondents and its influence on Work-life balance has been realized with the help of 17 socio-demographic variables.

- The results of the Chi-Square and Fisher's exact test revealed that there Significant association between Age, Residence Type, Dwelling place, Income(monthly), Qualification, Department, Total Experience, Experience in the present college, Hours worked per day, Family type, Family size, Number of dependents, Number of Children and Age of Children with Work-Life Balance with p-value <0.01.
- Whereas Designation, Marital status, and Parental Responsibility had no significant Association with Work-Life Balance with p-value >0.05.
- Since the majority of the demographic variables have a significant association with Work-Life Balance of the respondents, p-value <0.01 the ***Hypothesis H1: There is an association between Socio-demographic variables and work-life balance is accepted.***

7.2 Level of Work-Life Balance

Objective 2: To measure the work-life balance of Women teachers in State Universities of Karnataka is realized by considering 9 questions.

- 10.2% had Low Work-life Balance, 62.3% had Moderate level of Work-Life Balance and 27.5% had High Work-life Balance.
- Overall Respondents had Moderate level of Work-Life Balance with Mean and Standard Deviation of 29.88 ±6.90

7.3 Challenges Faced by Women in Maintaining Work-Life Balance

Objective 3: To review the challenges faced by women in maintaining a work-life balance is realized under three domains such as Individual factors, Family Factors, and Organizational factors.

- Since there were three types of challenges the hypothesis H₁₂: There is a relationship between Challenges faced by women and Work-Life Balance was divided into sub Hypothesis as:

H₁₂ (a): There is a relationship between challenges due to Individual factors and Work-life Balance.

H₁₂ (b): There is a relationship between challenges due to Family factors and Work-life Balance.

H₁₂ (c): There is a relationship between challenges due to Organizational factors and Work-life Balance.

7.3.1 Challenges due to Individual Factors

Challenges due to Individual factors were measured using 8 questions.

24.2% had low challenges due to individual factors, 54.7% had moderate challenges due to individual factors, 21.1% had high challenges due to individual factors.

Overall respondents had a moderate level of challenges due to individual factors with mean and standard deviation score of 24.16 ± 6.25 .

The study shows that there is a significant negative correlation between challenges due to individual factors and work-life balance with $r = -.229$, $p = .000$ which is < 0.01 . We conclude that the lesser the challenge higher is the work-life balance.

Therefore the *hypothesis H_{12a}: There is a relationship between challenges due to individual factors and work-life balance is accepted. So we conclude that lesser the challenge higher is the work-life balance.*

To evaluate the impact of these components on work-life balance backward regression analysis was performed by taking 8 components as the independent variable and work-life balance as the dependent variable which resulted in 6 significant components. All these components have a 23.1 % influence on work-life balance.

7.3.2 Challenges due to Family Factors

Challenges due to Family factors were measured using 8 questions. 6.9% had low challenges due to family factors, 68.7% had moderate challenges due to family factors and 24.4% had high challenges due to family factors.

Overall respondents had a moderate level of challenges due to family factors with mean and standard deviation score of 24.90 ± 4.97 .

The study shows that there is a significant negative correlation between challenges due to family factors and work-life balance with $r = -.344$, $p = .000$ which is < 0.01 . So we conclude that lesser the challenge higher is the work-life balance.

Therefore the *hypothesis H_{12b}: There is a relationship between challenges due to family factors and work-life balance is accepted.*

To evaluate the impact of these components on work-life balance backward regression analysis was performed by taking 8 components as the independent variable and work-life balance as a dependent variable and the analysis which resulted in 5 significant components affecting work-life balance.

All these components have a 20.1% influence on work-life balance.

7.3.3 Challenges due to organizational factors

Challenges due to organizational factors were measured using 6 questions.

20.1 % had low challenges due to Organizational factors, 70.9 % had moderate challenges due to Organizational factors and 9.0% had high challenges due to Organizational factors.

Overall respondents had a moderate level of challenges due to Organizational factors with mean and standard deviation score of 17.94 ± 3.73

Study shows that there is a significant negative correlation between challenges due to Organizational factors and work-life balance with $r = -.336$, $p = .000$ i.e < 0.01 . So we conclude that lesser the challenge higher is the work-life balance.

Therefore the *hypothesis H_{12c}: There is a relationship between challenges due to Organizational factors and work-life balance is accepted.*

To evaluate the impact of these components on work-life balance backward regression analysis was performed by taking 6 components which resulted in 5 significant components affecting work-life balance.

All these components have a 24.3% influence on work-life balance.

7.4 Impact of Work-Life Balance on Job Satisfaction, Organizational Commitment, Family Satisfaction, and Employee Performance

Objective 4: To find out the Impact of work-life balance on job satisfaction, Organizational commitment, Family Satisfaction, and Employee performance has been analyzed.

7.4.1 Job Satisfaction

- The impact of work-life balance on Job satisfaction was measured by using 5 questions.
- 0% had low Job satisfaction, 35.8% had moderate level Job satisfaction and 64.2% had a high level of job satisfaction.
- Overall respondents had a high level of with mean standard deviation of 19.1896 ± 3.840352
- The study shows that there is a significant positive correlation between work-life balance and job satisfaction with $r = .497$, $p = .000$ which is < 0.01 . So we conclude that the higher the work-life balance higher is job satisfaction.
- So the *hypothesis H₁₃: Work-life balance has an impact on job satisfaction is accepted.*

7.4.2 Organizational Commitment

- The Impact of Work-life balance on Organizational commitment was measured by using 8 questions.
- 5.2% had a low level of organizational commitment, 36.5% had a moderate level of organizational commitment and 58.3% had a high level of organizational commitment.
- Overall respondents had a high level of organizational commitment with a mean and standard deviation of 29.3839 ± 5.60027 . So we conclude that higher the Work-life balance higher is the organizational commitment.
- The study shows that there is a significant positive correlation between work-life balance and organizational commitment with $r = .330$, $p = .000$ which is < 0.01 . So the *hypothesis H₁₄: Work-life balance has an impact on organizational commitment is accepted.*

7.4.3 Family Satisfaction

- The impact of work-life balance on Family satisfaction was measured by using 4 questions.
- 6.9% had low family satisfaction, 31.1% had a moderate level of family satisfaction and 58.1% had a high level of family satisfaction.
- Overall respondents had a high level of family satisfaction with the mean and standard deviation of 14.7488 ± 3.12502
- The study shows that there is a significant positive correlation between work-life balance and family satisfaction with the $r = .592$, $p = .000$ which is <0.01 . So we conclude that the higher the work-life balance, the higher is the family satisfaction.
- Therefore the *hypothesis H₁₅: work-life balance has an impact on family satisfaction is accepted.*

7.4.4 Employee Performance

- The Impact of work-life balance on Employee performance was measured by using 6 questions.
- 0% had low employee performance, 14.7% had a moderate level of employee performance and 85.3% had high employee performance.
- Overall respondents had a high level of employee performance with the mean and standard deviation of 25.01 ± 3.45
- The study shows that there is a significant positive correlation between work-life balance and employee performance with the $r = .169$, $p = .001$ which is less than 0.01. So we conclude that the higher the work-life balance, the higher is the employee performance.
- Therefore the *hypothesis H₁₆: work-life balance has an impact on employee performance is accepted.*

7.5 Individual Practices and Strategies

Objective 5: To identify the practices and strategies towards maintaining the work-life balance adopted by Individual respondents has been analyzed. In the study practices and strategies adopted by women towards maintaining work-life balance were identified by using 10 questions.

- 0% had low Coping Strategies, 71.6% had a moderate level of Coping Strategies and 28.4% had a high level of Coping Strategies.
- Overall respondents had a Moderate level of Coping Strategies with the mean and standard deviation of 34.74 ± 5.65
- The study shows that there is a significant positive correlation between work-life balance and Coping Strategies with the $r = .162$, $p = .001$ which is less than 0.01. So we conclude that higher the Coping Strategies, higher is the work-life balance.
- Therefore the *hypothesis H7: There is a relationship between Work-life Balance and coping strategies adopted by women is accepted.*

7.6 Legislative Provisions Enabling Work-Life Balance

Objective 6: To identify the legislative provisions enabling work-life balance has been analyzed.

- Legislative provisions enabling Work-life balance were measured using 6 questions.
- 23.5% showed a low level of legislative and judicial interventions, 50.5% showed a moderate level of legislative and judicial interventions and 26.1% showed high levels of legislative and judicial interventions.
- Overall respondents felt that the legislative provisions enabled a moderate level in maintaining a work-life balance with the mean and standard deviation 19.1611 ± 4.49783
- The study shows that there is a significant positive correlation between work-life balance and Legislative and Judicial Provisions with the $r = .252$, $p = .000$ that is less than 0.01. So we conclude that higher the Legislative and Judicial Provisions, higher is the work-life balance.
- Therefore the *hypothesis H18: There is a relationship between Work-life Balance and Legislative Provisions is accepted.*

7.7 Glass Ceiling

Objective 8: To measure the existence of the Glass ceiling and its relationship with work-life balance is analyzed.

- The glass ceiling was measured using 4 questions.

- 22.0 % felt the existence of the Glass Ceiling was low, 48.6% felt a moderate level of Glass Ceiling and 29.4 % felt high Glass Ceiling.
- Overall respondents felt a Moderate level of the existence of the Glass Ceiling with the mean and standard deviation of 12.49 ± 3.40
- The study shows that there is a significant negative correlation between work-life balance and Glass Ceiling with the $r = -.231$, $p = .002$ which is less than 0.05. So we conclude that lower the work-life balance higher the glass ceiling.
- Therefore the *hypothesis H₁₉: There is a relationship between Glass ceiling and Work-life Balance is accepted.*

7.8 Summary of Hypothesis test

Summary of Hypotheses test is presented below:

Table 7.1 Hypotheses Test Results

Hypothesis	Independent to Dependent Factor	Statistics applied	Result
H₁₁: There is an association between Demographic variables and work-life balance.	Demographic Variables and Work-Life Balance	Chi-Square test & Fishers Exact test	Hypothesis 1 accepted
H₁₂: There is a relationship between challenges faced by women and work-life balance Sub Hypothesis: H ₁₂ (a): There is a relationship between challenges due to	Challenges- Individual Factors and Work-Life Balance	Karl Pearson's Correlation coefficient and Multiple Regression analysis	Hypothesis 2(a) accepted

Individual factors and Work-life Balance.			
H ₁₂ (b): There is a relationship between challenges due to Family factors and Work-life Balance.	Challenges-Family Factors and Work-Life Balance	Karl Pearson's Correlation coefficient and Multiple Regression analysis	Hypothesis 2(b) accepted
H ₁₂ (c): There is a relationship between challenges due to Organizational factors and Work-life Balance.	Challenges-Individual Factors and Work-Life Balance	Karl Pearson's Correlation coefficient and Multiple Regression analysis	Hypothesis 2(c) accepted
H₁₃ : Work-life balance has an impact on Job Satisfaction	Work-Life Balance and Job Satisfaction	Karl Pearson's Correlation coefficient	Hypothesis 3 accepted
H₁₄ : Work-life balance has an impact on Organizational commitment	Work-Life Balance and Organizational commitment	Karl Pearson's Correlation coefficient	Hypothesis 4 accepted
H₁₅ : Work-life balance has an impact on Family satisfaction	Work-Life Balance and Family satisfaction	Karl Pearson's Correlation coefficient	Hypothesis 5 accepted
H₁₆ : Work-life balance has an impact on Employee Performance	Work-Life Balance and Employee Performance	Karl Pearson's Correlation coefficient	Hypothesis 6 accepted

H17: There is a relationship between work-life balance and coping strategies adopted by women	Coping Strategies and Work-Life Balance	Karl Pearson's Correlation coefficient	Hypothesis 7 accepted
H18: There is a relationship between work-life balance and legislative and judicial interventions	Legislative and Judicial Interventions	Karl Pearson's Correlation coefficient	Hypothesis 8 accepted
H19: There is a relationship between the Glass ceiling and Work-life balance.	Work-Life Balance and Glass Ceiling	Karl Pearson's Correlation coefficient	Hypothesis 9 accepted

7.9 Results of the Proposed Model

Under the conceptual model Association of Socio-Demographic factors with work-life balance, Challenges faced, Impact of work-Life balance, Individual Coping strategies adopted by women, Legislative and Legal Provisions and the relationship between Glass ceiling and Work-life balance is considered. It is observed that among the 17 socio-demographic variables 14 variables have a significant influence on work-life balance and 3 socio-demographic variables do not have significant influence on work-life balance. Challenges faced by women have been studied under three domains such as Individual factors, Family factors, and Organizational factors. All three domains show a negative significant correlation between Individual Factors (-.229), Family factors (-.344), Organizational factors (-.336) and work-life balance. The impact of work-life balance on job satisfaction, organizational commitment, family satisfaction, and employee performance was tested. Results show a positive significant correlation between work-life balance and job satisfaction with $r = .497$, Organizational Commitment with $r = .330$, Family Satisfaction with $r = .592$, and Employee Performance with $r = .169$. The study also shows the positive significant correlation between Individual strategies and practices and work-life balance $r = .162$. Legislative and legal provisions also show a positive significant correlation with

work-life balancer= .252. Further results of the study show a negative significant correlation between the glass ceiling and work-life balance $r = -.231$. Therefore the conceptual model is proved in this section of the study.

7.10 Conclusion

The study found that respondents perceive a Moderate level of Work-life Balance and a Moderate level of the existence of the Glass Ceiling. The findings of the study indicated considerable scope to improve work-life balance thus reducing job stress, increase job satisfaction, organizational commitment, Family Satisfaction, and Employee Performance among women teachers of state University of Karnataka.

According to the study in the first research question, in the case of demographic factors there is significant association between Age, Residence Type, Dwelling place, Income (monthly), Qualification, Department, Total Experience, Experience in the present college, Hours worked per day, Family type, Family size, Number of dependents, Number of Children and Age of Children with Work-life Balance Whereas Designation, Marital status and Parental Responsibility had no significant Association with Work-life Balance. Overall respondents had a moderate level of challenge due to individual factors (Mean score 24.16 out of 40), Family factors (Mean score 24.90 out of 40) and Organizational factors (Mean score 17.94 out of 30) and a significant negative correlation between challenges due to individual factors ($r = -.229$, $p = .000$), Family factors ($r = -.344$, $p = .000$) and Organizational factors ($r = -.336$, $p = .000$) and work-life balance. Overall respondents had high level of Impact of work-life Balance on Job Satisfaction (Mean score 19.1896 out of 25), Organizational Commitment (Mean score 29.3839 out of 40), Family Satisfaction (Mean score 14.7488 out of 20), and Employee Performance (Mean score 25.01 out of 30). It was found that there is significant positive correlation between work-life balance and job satisfaction ($r = .497$, $p = .000$), Organizational Commitment ($r = .330$, $p = .000$), Family Satisfaction ($r = .592$, $p = .000$), and Employee Performance ($r = .169$, $p = .001$). Overall respondents had a Moderate level of Individual practices and strategies (Mean score 34.74 out of 50) and a significant positive correlation between work-life balance and Individual practices and strategies ($r = .162$, $p = .001$). Overall respondents showed a moderate level of legislative and judicial interventions (Mean score 19.1611 out of 30) and a significant positive correlation between work-

life balance and Legislative and Judicial Provisions ($r = .252, p = .000$). Overall respondents perceived the existence of a moderate level of Glass Ceiling (Mean score 12.49 out of 20) and a significant negative correlation between work-life balance and Glass Ceiling ($r = -.231, p = .002$).

7.11 Suggestions

Based on the study findings, to achieve a high work-life balance and low level of glass ceiling following supportive measures are recommended.

- Management can provide direct staff support helping women to achieve targets.
- Opportunity to identify self-growth opportunities irrespective of gender can be provided resulting in higher job satisfaction, Organizational commitment, Family Satisfaction, and Employee performance.
- Encourage the employees for regular health check-up, meditation, etc for a positive mind can be planned.
- Policymakers have to inspire intrinsic motivation, which has a positive influence on work-life balance.
- Establishment of Yoga centers and health clubs for Mind concentration and keeping good health within the University premises can improve work-life balance.

7.12 Scope for Future Research

- Even though the sampling size is acceptable, further studies can be done by increasing the sample size by including Central Universities, private universities and deemed to be universities to see the change in the results of the study. This will improve the universality of the findings.
- The researchers can take Universities outside Karnataka state as a sampling frame to study the work-life Balance and Glass ceiling.
- The further study can be undertaken on Job stress, Work-life Balance among working Men and their effects on productivity and job satisfaction.

REFERENCES

1. Mehtha, M. R. (2012). A Study of Work Life Balance among Women Employees in Service Sector with Special Reference to Pune City. *PhD Thesis Tilak Maharashtra University, Glutei, Pune.*
2. Maran, D. & S. U. (2014). Work Life Balance of Women Employees Satisfaction- A study with reference to IT sector in India. *Asis Pacific Journal of Research, 1(15), 127-133.*
3. Kumari, K., & Thriveni, D. V. (2012). Impact of Demographic Variables on Work-Life Balance of Women Employees (with special reference to Bangalore City). *International Journal of Advances in Management and Economics, 1 (6), 226-229.*
4. Lakshmi, K. S. & Gopinath, S. S. (2013). Work Life Balance of Women Employees –With Reference To Teaching Faculties. *International Monthly Refereed Journal of Research In Management & Technology, 2 (1), 53-62.*
5. Johanna, Rantanen; Ulla, Kinnunen; Saija, Mauno. & Kati, Tillemann. (2011). Introducing Theoretical Approaches to Work-Life Balance and Testing a New Typology among Professionals. *Creating Balance, International Perspectives on the Work-Life Integration of Professionals. 2(11) 7-46, DOI: 10.1007/978-3-642-16199-5_2, 27*
6. Bird, J. (2006). Work-Life Balance: Doing It Right and Avoiding the Pitfalls. Retrieved from www.worklifebalance.com 11.8.2017 @ 1.36pm
7. Greenhaus, J. & Beutell, N. (1985). Sources of Conflict between Work and Family Roles. *The Academy of Management Review, 10(1), 76-88.*
8. Clark, S.C. (2000). Work/family border theory: A new theory of work/family balance, *Human Relations, 53(6), 747-770.*
9. Greenblatt, E. (2002). “Work/Life Balance: Wisdom or Whining, *Organizational dynamics, 31 (2), 177-193. ISSN 0090-2616/02*
10. Greenhaus, H.J., Collins M. K., & Shawn, D. J. (2003). The relation between work–family balance and quality of life, *Journal of Vocational Behavior, 63 (4), 510–531. DOI: 10.1016/S0001-8791(02)00042-8.*
11. Frone, Michael. (2003). Work-Family Balance: *Handbook of occupational health psychology (2nd Ed.)*. Washington, DC: American Psychological Association. ISBN: 978-1-4338-0776-3, DOI 10.1037/10474-007.

12. Greenhaus, J. H., & Allen, T. D. (2011). Work–family balance: A review and extension of the literature. In J. C. Quick & L. E. Tetrick (Eds.), *Handbook of occupational health psychology*. 165-183. Washington, DC, US: American Psychological Association.
13. Kalliath, T. & Brough, P. (2008). Work-life balance: A review of the meaning of the balance construct. *Journal of Management & Organization*, 14(3), 323-327. <http://dx.doi.org/10.5172/jmo.837.14.3.323>.
14. Raisinghani, M. & Goswami, D. R. (2014). Model of Work Life Balance Explaining Relationship Constructs. *International Journal of Application or Innovation in Engineering & Management (IJAIEM)*, 3 (2), 46-59. ISSN 2319-4847.
15. Pitt-Catsoupes, Marcie. & Matz, Christina. (2008). The Multi-generational Workforce: Workplace Flexibility and Engagement. *Community Work & Family*. 11(2) 215-229 DOI. 10.1080/13668800802021906.
16. Morris, M. L., & Madsen, S. R. (2007). Advancing Work-Life Integration in Individuals, Organizations, and Communities. *Advances in Developing Human Resources*, 9(4), 439-454. <https://doi.org/10.1177/1523422307305486>
17. Edwards, J. R., & Rothbard, N. P. (2000). Mechanisms Linking Work and Family: Clarifying the Relationship Between Work and Family Constructs. *Academy of Management Review*. 25(1), 178–199. DOI:10.5465/amr.2000.2791609
18. Lynda, St. Clair. (1992). *Work, families, and organizations*, edited by Sheldon Zedeck. San Francisco. Jossey. Bass Publishers. <https://doi.org/10.1002/hrm.3930310311>
19. Repetti, R. L. (1987). Individual and common components of the social environment at work and psychological well-being. *Journal of Personality and Social Psychology*, 52(4), 710-720. <http://dx.doi.org/10.1037/0022-3514.52.4.710>
20. Williams, Kevin, & Alliger, George. (1994). Role Stressors, Mood Spillover, and Perceptions of Work-Family Conflict in Employed Parents. *Academy of Management Journal*. 37. 837-868. DOI: 10.2307/256602.
21. Zedeck, S., & Mosier, K. L. (1990). Work in the family and employing organization. *American Psychologist*. 45(2), 240-251. <http://dx.doi.org/10.1037/0003-066X.45.2.240>.

22. Margaret, A. Neale, Ann, E. Tenbrunsel., Tiffany, Galvin, & Max, H. Bazerman. (2006). A Decision Perspective on Organizations: Social Cognition, Behavioural Decision Theory and the Psychological Links to Micro- and Macro-Organizational Behaviour. *The SAGE Handbook of Organization Studies*, DOI: <http://dx.doi.org/10.4135/9781848608030.n17>.
23. Rothbard, N. P., (2001). Enriching or Depleting? The Dynamics of Engagement in Work and Family Roles. *Administrative Science Quarterly*, 46(4), 655–684. <https://doi.org/10.2307/3094827>
24. Greenhaus, Jeffrey, & N. Powell, Gary. (2006). When work and family are allies: A theory of work-family enrichment. *The Academy of Management Review*. 31(1), 72-92. <https://doi.org/10.5465/amr.2006.19379625>.
25. Staines, Graham, (1980). Spillover versus Compensation: A Review of the Literature on the Relationship between Work and Nonwork. *Human Relations* 33(2), 111-129. ISSN: 0018-7267, DOI: [10.1177/001872678003300203](https://doi.org/10.1177/001872678003300203).
26. Miri-Lavassani, Kayvan, & Movahedi, Bahar. (2014). Developments in theories and measures of work-family relationships: from conflict to balance. *Contemporary Research on Organization Management and Administration*. 2(1), 6-19. ISSN: 2335-7959.
27. Kanter, R. M. (1993). *Men and Women of the Corporation*. N.Y.: Basic Books, 1993.
28. Googins, B. K. (1997). Shared responsibility for managing work and family relationships: A community perspective. 220-231. Westport, CT: Quorum. ISBN: 0-7619-3045-0.
29. Pitt-Catsoupes, M., Smyer, M.A., Matz-Costa, C., & Kane, K. (2007). The National Study report: Phase II of The National Study of Business Strategy and Workforce Development. Chestnut Hill, MA: Center on Aging and Work.
30. Guest, D. E. (2002). Perspectives on the Study of Work-life Balance. *Social Science Information*, 41(2), 255–279. <https://doi.org/10.1177/0539018402041002005>
31. Alam, S.M., Biswas, K., & Hassan, K. (2009). A Test of Association between Working Hour and Work Family Conflict: A Glimpse on Dhaka’s Female White Collar Professionals”, *International Journal of Business and Management*. 4(5). 27-35.

32. Asiedu-Appiah, F., Aduse-Poku, O., and Acheampong, F.A. (2014) Work-Life Balance Practices and Female Lecturers, Career Progression in Ghana, *Asian Journal of Management Research*. 4(3). 419- 341.
33. Rama Swathi, R.S.V., Das, Mohapatra, A.K. (2015).Work-life Balance: Evolution and Models - A Study in the Indian Context. 6(5). 1910-1914. ISSN: 2319-7064.
34. Azeem, M.S., and Akhtar, N. (2014).The Influence of Work Life Balance and Job Satisfaction on Organizational Commitment of Healthcare Employees. *International Journal of Human Resource Studies*. 4(2). 18-24. ISSN 2162-3058.
35. Nikkhah, N., Ajirloo, B.M., and KhodaBakhshi, N. (2013). Surveying The Relationship between Manager's Work and Family-Life Balance Factors and Their Job Satisfaction and Well-Being at Oil Industry in Khuzesta. *International Journal of Management Research and Review*. 3(9). 3441- 3448.
36. Osterman, P. (1995) Work-Family Programs and the Employment Relationship. *Administrative Science Quarterly*, 40(12). 681-700. <http://dx.doi.org/10.2307/2393758>
37. Bond, S. & Wise, S. (2003) Family Leave Policies and Devolution to the Line. *Personnel Review* 32(4), 58-72. <https://doi.org/10.1108/00483480310454727>
38. Konrad, and Mangel. (2000). The impact of work-life on Firm productivity. *Strategic Management Journal*. 21(12). 1225-1237. <https://www.jstor.org/stable/3094455>
39. M. D. Pradeep. (2016). Legal and Policy Framework on women welfare: An inclusive growth Strategy. *Pearl Multidisciplinary Bi Annual Research Journal*. 2(1). 08-18. ISSN: 2394-0352
40. Noronha Sonia, Aithal P.S & M.D. Pradeep. (2017), Study on the Policy framework towards Work Life Balance in India, *International Journal of Multidisciplinary Research and modern Education*, 3 (2), 11-16. ISSN: 2454-6119.
41. The Factories Act 1948, Ministry of Labour and Employment, Government of India, www.labour.nic.in on 22.06.2017 @ 2.47pm
42. The Contract Labour (Regulation and Abolition) Act 1970, EBC Publishing (P) Ltd, Lucknow, 2014.

43. The Karnataka Shops and Commercial Establishments Act 1961, Karnataka Gazette Part-IV-A, www.dpal,kar.nic.in on 25.6.2017 4.15pm
44. The Plantation Labour Act 1951, www.labour.gov.in on 05.06.2017 @ 2.00pm
45. The Minimum Wages Act 1948, www.labour.nic.in on 29.07.2017 @ 1.16 pm
46. Noronha, S., & Aithal, P. (2017). Organizational Strategic Approach towards Work Life Balance of Women in India. *International Journal of Management, Technology, and Social Sciences (IJMTS)*, 2(1), 18-24. ISSN: 2581-6012.
47. The Maternity Benefit (Amendment) Act, 2017, Ministry of Law and Justice, New Delhi, www.labour.gov.in on 28.03.2017 @ 4.15pm.
48. The Maternity Benefit Act, 1961, www.ilo.org on 28.03.2017 @ 4.45pm
49. The workmen's Compensation (Amendment) Act 2009, www.meglabour.gov.in on 30.03.2017 @ 1.32 pm
50. The Employee Provident Fund and Miscellaneous Provisions Act, 1952, www.epfindia.com on 15.05.2017 @ 10.05am
51. The State Insurance Act 1948, www.esic.nic.in, on 14.04.2017 @ 5.15 pm
52. The Equal Remuneration Act, 1976, www.labour.gov.in on 22.06. 2017 @ 2.07 pm
53. Mac, Kinnon, & Catherine. (1979) *Sexual Harassment of Working Women*. New Haven, Conn: Yale University Press. ISSN: 9780300022995.
54. The sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. www.iitbbs.ac.in on 28.07.2017 @ 3.35pm
55. Adair, C. K. (1999). *Cracking the glass ceiling: Factors influencing women's attainment of senior executive positions*. *USA Dissertation .com*, ISBN: 1-58112-064-8.
56. Hymowitz, C. & Schellhardt, T. D. (1986). The glass ceiling: Why women can't seem to break the invisible barrier that block them from the top jobs. *The wall street journal*, 5(8) 45-57.
57. www.theglasshammer.com/2009/04/09/the-glass-ceiling-who-said-that. The glass ceiling: who said that? Retrieved on 21.10.2016 @ 4.22 pm.

58. Powell, G.N. (1999). Reflections on the glass ceiling in G.N Powell (Ed). Handbook of gender and work, Thousand oaks, CA: Sage publication, 325-345.
59. Dee- Ann Schwanke, (2013). Barriers for women to positions of power: How societal and corporate structures, perceptions of leadership and discrimination restrict women's advancement to authority. *Earth common journal*, 3(2). 1-2.
60. Maheshwari, Kalpana. (2012). The Glass Ceiling impact on Indian Women Employees. *National Conference on Emerging Challenges for Sustainable Business*. 12(4). 1071-1080. ISBN - 978-93-81583-46-3.
61. Parkes, L.P. and Langford, P.H. (2008), Work-life balance or work-life alignment? A test of the importance of work-life balance for employee engagement and intention to stay in organizations, *Journal of Management & Organization*. 14(3). 267-284. DOI: <https://doi.org/10.1017/S1833367200003278>
62. Carlson, D.S., Grzywacz, J.G. and Zivnuska, S. (2009). Is work-family balance more than conflict and enrichment. *Human Relations*. 62(10). 1459-1486. doi: 10.1177/00187267093336500
63. Coontz, S. (1992). The way we never were. New York: Basic Books, 1992.
64. Parsons, T & Bales, R.F. Family. (1955), socialization and interaction process. Glencoe, IL: The Free Press.
65. Katz, D. & Khan, R.L. (1978). The social psychology of organizations. (2 Ed). New York: Wiley.
66. Staines, G.L. (1980). Spillover versus Compensation: A review of the literature on the relationship between work and non-work. *Human Relations*. 33(2). 111-129. ISSN: 0018-7267. DOI: 10.1177/001872678003300203
67. Zedeck, S. (1992). Exploring the domain of work and family concerns. In S. Zedeck (Ed.). Work, Families and organizations. San Francisco, CA: Jossey- bass. 1-32.
68. Bhowon, U. (2013). Role salience, work-family conflict and satisfaction of dual-earner couples. *Journal of Business Studies Quarterly*. 5(2). 78-4. ISSN: 2152-1034
69. Chartered Institute of Personnel and Development (CIPD) (2003) Living to Work? Survey Report October 2003, London.

70. Dex, S. and Bond, S. (2005). Measuring work-life balance and its covariates, *Work Employment Society*, 19(3). 627–637.
71. Department of Trade and Industry (DTI). (2003). Balancing Work and Family Life, London. @ 3 October 2015, 2.15 pm.
72. Taylor, R. (2001). The Future of Work Life Balance, ESRC Future of Work Programme Seminar Series, Swindon.
73. Karatepe, O. M. (2010). The effect of positive and negative work family interaction on exhaustion: Does work social support make a difference? *International Journal of Contemporary Hospitality Management*. 22(2). 836-856. ISSN: 0959-6119
74. Lingard, H., & Lin, J. (2003). Managing motherhood in the Australian construction industry. *Australian Journal of Construction Economics and Building*, 3(2), 15-24.
75. Rathi, N., & Barath, M. (2013). Work-family conflict and job and family satisfaction: Moderating effect of social support among police personnel. *Equality, Diversity and Inclusion: An International Journal*. 32(6). 438-454. DOI: 10.1108/EDI-10-2012-0092
76. Scholarios, D., & Marks, A. (2004). Work-life balance and the software worker. *Human Resource Management Journal*. 14(2), 54-74. <https://doi.org/10.1111/j.1748-8583.2004.tb00119.x>
77. Namasivayam, K., & Zhao, X. (2007). An investigation of the moderating effects of organizational commitment on the relationships between work-family conflict and job satisfaction among hospitality employees in India. *Tourism Management, science direct*, 28(3). 1212-1223.
78. Lu, L., Cooper, C. L., Kao, S. F., Chang, T. T., & Spector, P. E. (2010). Cross-cultural differences on work-to-family conflict and role satisfaction: A Taiwanese-British comparison. *Human Resource Management*. 49(1). 67-85. DOI: 10.1002/hrm.20334.
79. Choi, H. J., & Kim, Y. T. (2012). Work-family conflict, work family facilitation, and job outcomes in the Korean hotel industry. *International Journal of Contemporary Hospitality Management*. 24(2). 1011-1028. ISSN: 0959-6119.
80. Connie, Zheng, John, Molineux, Soheila, Mirshekary, & Simona, Scarparo. (2015), Developing individual and organizational work-life balance strategies to

- improve employee health and wellbeing. *Employee Relations*. 37(3). 354 – 379.
DOI: 10.1108/ER-10-2013-0142
81. DiRenzo, M., Greenhaus, J. and Weer, C. (2011). Job level, demands and resources as antecedents of work-family conflict. *Journal of Vocational Behavior*. 78 (2). 305-314. DOI: 10.1016/j.jvb.2010.10.002
 82. Dezso, C., & Ross, D. G. (2012). Does female representation in top management improve firm performance? A panel data investigation. *Strategic Management Journal*, 33, 1072–1089. <https://doi.org/10.1002/smj.1955>
 83. Glass, C., Cook, A., & Ingersoll, A. (2015). Do women leaders promote sustainability? Analyzing the effect of corporate governance composition on environmental performance. *Business Strategy and the Environment*. 25 (7). 495-511. <http://dx.doi.org/10.1002/bse.1879>.
 84. Stainback, K., & Kwon, S. (2012). Female leaders, organizational power and sex segregation. *The Annals of the American Academy of Political and Social Science*. 639 (1). 217-235. <https://doi.org/10.1177/0002716211421868>.
 85. Glass, C., & Cook, A. (2016). Leading at the top: Understanding women's challenges above the glass ceiling. *The Leadership Quarterly*. 27(1), 51–63. DOI:10.1016/j.leaqua.2015.09.003.
 86. Houston, D, Meyer, L. H. & Paewai, S. (2006). Academic staff workloads and job satisfaction: expectations and values in academe. *Journal of Higher Education Policy and Management*. 28(1). 17-30. <https://doi.org/10.1080/13600800500283734>
 87. Mohd, Noor. (2011). Work-Life Balance and Intention to Leave among Academics in Malaysian Public Higher Education Institutions, *International Journal of Business and Social Science*, 2 (11). 240-248.
 88. Hagen, R. (2002). Globalization, university transformation and economic regeneration: A UK case study of public/private sector partnership. *International Journal of Public Sector Management*. 15(3). 204-18. ISSN: 0951-3558
 89. Buddhapriya, Sanghamitra. (2009). Work Family challenges and their impact on career decisions: A study of Indian women professionals. *Vikalpa: The journal for decision makers*. 34 (1). 31-46. <https://doi.org/10.1177/0256090920090103>.
 90. Reeshad, Holly, Howard, & Charles. (2009). A Within-Person Approach to Work

- Behavior and Performance: Concurrent and Lagged Citizenship-Counter productivity Associations, and Dynamic Relationships with affect and overall Job Performance. *Academy of Management Journal*, 52 (5). 1051-1066. <https://doi.org/10.5465/amj.2009.44636148>
91. Hammed, Ayo. (2008). The interactive effect of stress, social support and work-family conflict on Nigerian women's mental health. *European Journal of Social sciences* 7(2). 53-65.
 92. Nandan, Shefali. (2009). Gender imbalance in Decision Making positions in work place in India. *Indian Mining & Engineering journal*, 3 (1). 156-163.
 93. Kahweiler, M. William. (2008). Opportunities for O.D. To Address Work-Life Issues. *Organization Development Journal*, 26(4) 72-85.
 94. Roberts, E. (2008). Time and work-life balance: The roles of 'temporal customization' and 'life temporality. *Gender, Work & Organization* 15(5): 430-453.
 95. Cousins, K. C. & Varshney U. (2009). Designing Ubiquitous computing environments to support work-life balance. *Communications of the ACM*. 52(5). 117-123.
 96. Jennings, J.E., McDouglas, M.S. (2007). Work-family interface experiences and coping strategies: implications for entrepreneurship research and practice. *Academy of Management Review*, 32 (3), 747-760.
 97. Hechanova, M. Regina. (2008). Work life balance: The Philippine experience in male female roles. *Panorama* 1 (1). 119-201.
 98. Moore, Fiona. (2007). Work-life balances: Contrasting managers and workers in an MNC. *Emerald Group Publishing Limited. Employee Relations*, 29 (4) 385-399. ISSN: 0142-5455.
 99. Powell, G. N. & Greenhaus, J. H. (2006). Managing incidents of work-family conflict: A decision-making perspective, *Human Relations Sage publication*. 59 (9). 1179-1212.
 100. Sharma, R. D., Jeevan, Jyothi. (2006). Does Job Satisfaction influence life satisfaction or is it the other way round? *Nice Journal of business*. 1 (1). 27-39.
 101. Moshavi, D., & Koch, J.M. (2005). The adoption of family-friendly practices in family-owned firms: Paragon or Paradox? *Community Work and Family*. 8 (3). 237-249. <https://doi.org/10.1080/13668800500142210>

102. Jeffery, A.; Nathan, P.; Marcie, A. (2005). A Meta-Analytic test of the challenge stressor-Hindrance Stressor framework: An explanation for inconsistent relationships among stressors and performance. *Academy of Management Journal*. 48 (5). 764-775. DOI: 10.2307/20159696
103. Liz, Doherty. (2004). Work-life balance initiatives: implications for women. *Employee Relations* 26 (4). 433-452. doi.org/10.1108/01425450410544524
104. Spector, E. P., Cooper, L. Cary, Poelmans, S., Allen, D. T.; O'Driscoll, M., Sanchez, J., Siu, Oiling., Dewe, P., Hart, P., Luo, L., Moraes, R.N., Ostrognay, M.G., Sparks, K., Wong, P., Yu, S., (2004). A Cross-National comparative study of work-family stressors, working hours, and well-being: China and Latin America Vs the Anglo World. *Personnel psychology*. 57(4). 119-142.
105. Lockwood, N. R. (2003). Work/ life balance: Challenges and solutions. *HR Magazine*, 48, 2-10.
106. Marian, N.; Patricia J.; Kate, P.; Sara, N. (2002). Benefits of Multiple roles for managerial women. *Academy of Management Journal*, 45 (2). 369-386. DOI: 10.2307/3069352
107. Madjar, Oldham, Michael. (2002). There's no place like Home? The contributions of work and non-work creativity support to employees' creative performance. *Academy of Management Journal*, 45(4). 757-767. Madjar, Oldham, Michael. (2002). There's no place like Home? The contributions of work and non-work creativity support to employees' creative performance. *Academy of Management Journal*, 45(4). DOI: 10.2307/3069309
108. Kelly, McManus., Korabik, Karen., Rosin, Hazel., Kevin, E. (2002). Employed Mothers and the work-family interface: Does family structure matter? *Human Relation*. 55 (11). 1295-1324.
109. Parasuraman S., Simmers, A. Claire. (2001). Type of employment, work-family conflict and well-being: a comparative study. *Journal of Organizational Behaviour*. 22 (5). 551-568. DOI: 10.1002/job.102
110. Yang N., Chen C. C., Choi J., Zou Y. (2000). Sources of work-family conflict: A SINO-U.S. comparison of the effects of work and family Demand. *Academy of Management Journal*, 43(1), 113-123. <http://dx.doi.org/10.2307/1556390>
111. Balmforth, Kelly. & Gardner, Dianne. (2006). Conflict and Facilitation between Work and Family: Realizing the Outcomes for Organizations. *New Zealand Journal of Psychology*. 35(2). 69-76.

112. Chalofsky, N. (2008). Work-life Programs and Organizational culture: The Essence of workplace community. *Organization Development Journal*, 26 (1), 1095-1101.
113. Greehaus, J. H. & Powell, G.N. (2006). When work and family are allies: A theory of work-family enrichment. *Academy of Management Review*, 31 (1), 72-92.
114. Buddhapriya, Sanghamitra. (2005). Balancing Work and Life: Implications for Business. *Indian Journal of Industrial Relations*. 41 (2). 233-247.
115. Anitha, R., & Muralidharan, D. (2014). A Study on the influence of Demographic and work related aspects on the work life balance of marketing Professional. *Global Journal for Research Analysis*. 3(11), 100-102.
116. Smith, J., & Gardner, D. (2007). Factors Affecting Employee Use of Work-Life Balance Initiatives. *New Zealand Journal of Psychology*, 36 (1). 3-12.
117. Higgins, C., Duxbury, L., & Lee, C. (1994). Impact of life cycle stage and gender on the ability to balance work and family responsibilities. *Family Relations*, 43, 144-150.
118. Loscocco, K. A. (1997). Work family linkages among self-employed women and men. *Journal of Vocational Behavior*. 50 (4), 204-226. <https://doi.org/10.1006/jvbe.1996.1576>
119. Milkie, M. A., & Peltola, P. (1999). Playing all the roles: gender and the work-family balancing act. *Journal of Marriage and the Family*, 61(2), 476-490.
120. Carlson, D.S. & Kacmar, K.M. (2000). Work-family conflict in the organization: Do life role values make a difference? *Journal of Management* 26 (5), 1031-1054. [http://dx.doi.org/10.1016/S0149-2063\(00\)00067-2](http://dx.doi.org/10.1016/S0149-2063(00)00067-2)
121. Hill, E.J., Hawkins, A.J., Ferris, M., & Weitzman, M. (2001). Finding an extra day, a week: The positive influence of perceived job flexibility on work and family life balance. *Family Relations*, 50 (1), 49-65.
122. Wesley, J. R. & Muthuswamy, P.R. (2005). Work-family conflict in India- An empirical study. *SCMS Journal of Indian Management*. October-December. 2 (4). 95-102
123. Hsieh, Y., Pearson, T., Chang, H., & Uen, J. (2005). Spillover between work and personal life balance for lodging managers. *Journal of Human Resources in Hospitality and Tourism*, 3(2), 61-83

124. Grzywacz J.G., Arcury, C.A., Marin, A., Carrillo, L., Burke, B., Coates, M.L., & Quandt, S.A. (2007). Work family conflict: experiences and health implications among immigrant Latinos. *Journal of Applied Psychology*, 92(4), 1119-1130
125. Rajadhyaksha, U. & Velgach, S. (2009). Gender, gender role ideology and work-family conflict in India. *Academy of Management*. 1(6). 44- 58. ISBN- 978-3-319-08890-7.
126. Bharat, S. (2003). Women, work, and family in urban India, towards new families? In J. W. Berry, R. C. Mishra, and R. C. (Ed.) Tripathi. *Psychology in human and social development: Lessons from diverse cultures*. New Delhi, India, Sage. 155-169
127. Komarraju, M. (1997). The work–family interface in India, in S. Parasuraman & J. H. Greenhaus (Eds.). *Integrating Work and Family, Challenges for a Changing World*. Westport, CT, Quorum Books. 104–114.
128. Rajadhyaksha, U., & Bhatnagar, D. (2000). Life role salience, A study of dual career couples in the Indian context. *Human Relations*. 53(6). 489-511.
129. Sekaran, U. (1992). Middle-class dual-earner families and their support systems in urban India, in S. Lewis, D. N. Izraeli, and H. Hootsmans , Dual-Earner Families. *International Perspectives*. Newbury Park, CA, Sage. 46–61.
130. Baral, R., & Bhargava, S. (2011). HR interventions for work-life balance: evidences from organizations in India. *International Journal of Business, Management and Social Sciences*, 2(1), 33-42.
131. Burke, R. J.,(2002).Organizational values, job experiences and satisfaction among managerial and professional women and men: Advantage men?. *Women in Management Review* 17 (5), 5–6.
132. Fisher, K., M. Layte, (2002–2003). Measuring work-life balance and degrees of sociability: A focus on the value of time use data in the assessment of quality of life, *Working Paper of the European Panel Analysis Group* 32.
133. Wallace, C., C. Cousins. (2004). Households, work and flexibility. *Sociology*. 36 (2). 275-292.
134. Allen, D. (2001). Family-Supportive Work Environments: The Role of Organisational Perceptions. *Journal of Vocational Behavior*. 58 (5), 414-435.
135. Grzywacz, J.G., & Marks, N.F. (2000). Reconceptualizing the work-family interface: an ecological perspective on the correlates of positive and negative

- spillover between work and family. *Journal of Occupational Health Psychology*. 5(1). 111-126.
136. Butler, A.B., Grzywacz, J.G., Bass, B.L., & Linney, K.D. (2005). Extending the demands control model: a daily diary study of job characteristics, work family conflict and work- family facilitation. *Journal of Occupational and Organizational Psychology*. 78(7). 155-169.
137. Mayo, M., Pastor, J.C., & Sanz, A.I. (2008). Enabling managers to achieve work family balance: A demands- control model of housework behaviour and family satisfaction. IE Business School Working Paper WP08-20. Retrieved October 5, 2011, from <http://ssrn.com/abstract=1138789>
138. Schieman, S., & Glavin, P. (2008). Trouble at the border? Gender, flexibility at work, and the work home interface. *Social Problems*. 55 (4), 590-611.
139. Suchet, M., & Barling, J. (1986). Working mothers: Inter role conflict, spouse support and marital functioning. *Journal of Occupational Behaviour*. (48) 1. 167-178.
140. Loerch, K.J., Russell, Joyce E.A., & Rush, M.C. (1989). The relationships among family domain variables and work family conflict for men and women. *Journal of Vocational Behavior*. 35(8). 288-308.
141. Adams, G. A., King, L. A., & King, D. W. (1996). Relationships of job and family involvement, family social support, and work-family conflict with job and life satisfaction. *Journal of Applied Psychology*. 81(2). 411–420. doi:10.1037/0021-9010.81.4.411.
142. Frone, M.R., Yardley, J.K., & Markel, K.S. (1997). Developing and testing an integrative model of the work family interface. *Journal of Vocational Behavior*. 50(9). 145-167.
143. Macky. K., & Boxall, P.L. (2008). High involvement work processes, work intensification and employee well being: a study of New Zealand worker experiences. *Asia Pacific Journal of Human Resources*. 46(1). 38-55
144. Raiden, A. B., & Raisanen, C. (2013). Striving to achieve it all: men and work–family–life balance in Sweden and the UK. *Construction Management and Economics*. 31, 899–913. doi:10.1080/01446193.2013.802364.
145. Haar, J. M. (2013). Testing a new measure of work–life balance: A study of parent and non-parent employees from New Zealand. *The International Journal of Human Management*. 24(2). 3305–3324. doi:10.1080/09585192.2013.775175.

146. Mesmer-Magnus, J. R., & Viswesvaran, C. (2005). Convergence between measures of work-to-family and family-to-work conflict: A meta-analytic examination. *Journal of Vocational Behavior*. 67 (8). 215–232. doi:10.1016/j.jvb.2004.05.004
147. Greenhaus, J. H. (2002). Work–family conflict. *Journal of The Academy of Management Review*, 45, 1–9.
148. Haar, J. M., Russo, M., Sune, A., & Ollier-Malaterre, A. (2014). Outcomes of work–life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures. *Journal of Vocational Behavior*. 85(7). 361–373. doi:10.1016/j.jvb.2014.08.010.
149. Greenhaus, J.H., Parasuraman, S., Granrose, C.S., Rabinowitz, S. & Beutell, N.J. (1989). Sources of work family conflict among two career couples. *Journal of Vocational Behavior*. 34(1). 133-153.
150. White, M., Hill, S., McGovern, P., Collins, M., & Smeaton, D. (2003). High performance management practices, working hours and work-life balance. *British Journal of Industrial Relations*. 41(2), 175-195.
151. Voydanoff, P. (2004). The effects of work demands and resources on work – to- family conflict and facilitation. *Journal of Marriage and Family*. 66(3). 398-412.
152. Frye, N.K., & Breugh, J.A. (2004). Family friendly policies, supervisor support, work family conflict and satisfaction: A test of a conceptual model. *Journal of Business and Psychology*. 19 (2), 197-219.
153. Macky, K., & Boxall, P.L. (2008). High involvement work processes, work intensification and employee well being: a study of New Zealand worker experiences. *Asia Pacific Journal of Human Resources*, 46(1), 38-55.
154. Mayo, M., Pastor, J.C., & Sanz, A.I. (2008). Enabling managers to achieve work family balance: A demands- control model of housework behaviour and family satisfaction. IE Business School Working Paper WP08-20. Retrieved October 5, 2011. <http://ssrn.com/abstract=1138789>
155. Steiber, N. (2009). Reported levels of time-based and strain-based conflict between work and family roles in Europe: A multilevel approach. *Social Indicators Research*. 93(6). 469-488.
156. Drew, E., & Murtagh, E.M. (2005). Work/life balance: Senior management champions or laggards? *Women in Management Review*, 20(4), 262-278

157. Butler, A.B., Grzywacz, J.G., Bass, B.L., & Linney, K.D. (2005). Extending the demands control model: a daily diary study of job characteristics, work family conflict and work- family facilitation. *Journal of Occupational and Organizational Psychology*. 78, 155-169.
158. Schieman, S., & Glavin, P. (2008). Trouble at the border? Gender, flexibility at work, and the work home interface. *Social Problems*. 55(4), 590-611.
159. Todd, S. (2004). Improving Work-Life Balance – What Are Other Countries Doing?. Labour Program Human Resources and Skills Development Canada
160. Noronha, Sonia, Delrose, Aithal, P.S. & M. D. Pradeep. (2017) Study on Policy Framework towards Work Life Balance in India. *International Journal of Multidisciplinary Research and Modern Education*. 3(2).11-16. ISSN: 2454-6119
161. Kinnunen, U., & Mauno, S. (1998). Antecedents and outcomes of work–family conflict among employed women and men in Finland. *Human Relations*. 51(6), 157–177. doi:10.1177/001872679805100203
162. Baral, R. and Bhargava, S. (2010) Work Family Enrichment as a Mediator between Organizational Interventions for Work-Life Balance and Job Outcomes. *Journal of Managerial Psychology*. 25(7). 274-300
163. Gutek, B.A., Searle, S., & Klepa, L. (1991). Rational versus gender role explanations for work family conflict. *Journal of Applied Psychology*, 76 (4), 560-568
164. Frone, M. R., Russell, M., & Cooper, M. L. (1992). Antecedents and outcomes of work-family conflict: Testing a model of the work-family interface. *Journal of Applied Psychology*. 77(8). 65–78. doi:10.1037/0021- 9010.77.1.65.
165. Williams, K.J., & Alliger, G.M. (1994). Role stressors, mood spillover, and perceptions of work family conflict in employed parents. *Academy of Management Journal*. 37(4). 837-868.
166. Eagle, B.W., Miles, E.W., & Icenogle, M.L. (1997). Interrole conflicts and the permeability of work and family domains: are there gender differences? *Journal of Vocational Behavior*. 50(7). 168-184
167. Grzywacz, J.G., & Marks, N.F. (2000). Reconceptualizing the work-family interface: an ecological perspective on the correlates of positive and negative spillover between work and family. *Journal of Occupational Health Psychology*. 5(1). 111-126.

168. Pleck, J.H., Staines, G.L. and Lang, L. (1980). Conflicts between work and family life. *Monthly Labor Review*. 3 (9). 29-32.
169. Kim, Siew, Lee, Fean. & Ling, Seow, Choo. (2001). Work-Family conflict of women entrepreneurs in Singapore. *Women in Management Review*. 16 (5). 204-221.
170. Luk, D.M., & Shaffer M.A. (2005). Work and family domain stressors and support: within- and cross-domain influences on work-family conflict. *Journal of Occupational and Organizational Psychology*. 78 (4). 489-508.
171. Kinnunen, U., & Mauno, S. (1998). Antecedents and outcomes of work-family conflict among employed women and men in Finland. *Human Relations*. 51(2). 157–177. doi:10.1177/001872679805100203
172. Keene, J.R., & Quadagno, J. (2004). Predictors of perceived work-family balance: Gender difference or gender similarity? *Sociological Perspectives*. 47 (1). 1-23.
173. Lakshmi, K. Santhana and Kumar, N. Santhosh. (2011). Work Life Balance of Women Employee-with reference to Teaching Faculty, E-Proceedings for 2011 International Research Conference and Colloquium, on Contemporary Research Issues and Challenges in Emerging Economies held on October 10-11, 2011 at University of Tun Abdul Razak, Malaysia
174. Rajendran, Bell, Amanda S., Diana and Theiler, Stephen (2012). Job Stress, Wellbeing, Work-Life Balance and Work-Life Conflict Among Australian Academics. *Electronic Journal of Applied Psychology*. 8(1). 25-37.
175. Miryala, R. K. and Chiluka, Nagapriya 2012. Work Life Balance amongst Teachers. *The IUP Journal of Organisational Behaviour*. 11(1). 37-50.
176. Zedeck, S. (1992). Exploring the Domain of Work and Family Concerns. In S. Zedeck (Ed.), *Work, Families and Organizations*. San Francisco. Jossey-Bass. 1-32.
177. Fisher, D. (2000). Mood and emotion while working: missing pieces of job satisfaction, *Journal of Organisational Behavior*. 21(2). 185-202.
178. Punia, B.K. and Khosla, M. (2009). Relational Analysis of Organisational Role Stress and Conflict Management Strategies in Indian Service Sector. *IMS Manthan: The Journal of Innovations*. 4(2). 87-96.

179. Noor, Fatima, Noor. & Sahibzada, Shamim, A. (2012). An Empirical Analysis of Factors Affecting Work Life Balance among University Teachers: The Case of Pakistan. *Journal of International Academic Research*. 12 (1) .16-29.
180. Nadeem, M. S., & Abbas, D. Q. (2009). The Impact of Work Life Conflict on Job Satisfactions of Employees in Pakistan. *International Journal of Business and Management*. 4(5). 63-83.
181. Fatima, G., & Rehman, W. U. (2012). Impact of Role (Ambiguity and Conflict) on Teaching Assistants' Satisfaction and Intention to Leave: Pakistani HEIs. *International Journal of Business and Management*. 7 (16). 143-152.
182. Gayathiri, & Ramakrishnan, D. L. (2013). Quality of Work Life – Linkage with Job Satisfaction and Performance. *International Journal of Business and Management Invention*. 2(1), 01-08.
183. Yadav, R. K., & Dabhade, N. (2013). Work Life Balance and Job Satisfaction Among the Working Women of Banking and Education Sector – A Comparative Study. *International Journal of Advancement in Education and Social Sciences*. 1 (2). 17-30.
184. Goyal, K. & Agrawal, A. (2015), Issues and Challenges of Work Life Balance in Banking Industry of India. *Pacific Business Review International*. 8 (5), 113-118
185. Rivers, Caryl. & Rosalind, C. Barnett. (2003). *The New Soft War on Women: How the Myth of Female Ascendance Is Hurting Women, Men and Our Economy*. Amazon.in: Kindle Edition, 17 (10) 2013. Penguin Group US Publication.
186. Sandberg, Sheryl. (2013). *Lean in: Women, Work and the Will to Lead*. W.H. Allen: UK,
187. Shambaugh, Rebecca. (2008). *It's Not a Glass Ceiling, it's a Sticky Floor: Free Yourself from the Hidden Behaviors Sabotaging Your Career Success*. USA: McGraw Hill.
188. Reskin, Barbara, F. & Irene Padavic. (1994). *Men and Women at Work*. Pine Forge Press.
189. Wright, Erik, Olin. & Janeen, Baxter. (2000). The Glass Ceiling Hypothesis: A Reply to Critics. *Gender and Society*. *Sage Publications*. 14 (6) 814-21.
190. Ferree, Myra.; Marx, & Bandana, Purkayastha. (2000). Equality and Cumulative Disadvantage: Response to Baxter and Wright. *Gender and Society*. 14 (4) 809- 813.

191. Wright, Erik, Olin. & Janeen, Baxter. (2000). The Glass Ceiling Hypothesis: A Reply to Critics. *Gender and Society. Sage Publications Inc.* 14, (6) 814 - 821
<http://www.jstor.org/stable/190377>
192. Baxter, Janeen. & Erik, Olin, Wright. (2000). The Glass Ceiling Hypothesis: A Comparative Study of the United States, Sweden, and Australia. *Gender & Society.* 14 (2).
193. Lerner, Helene. (2006). *Smart Women Take Risks: Six Steps for Conquering your Fears and Making the Leap to Success. McGraw-Hill Companies.*
194. Stone, Pamela. (2008). *Opting Out? Why Women Really Quit Careers and Head Home. University of California Press.*
195. Johnson, Kent.; Johnson, K. (2008). Precision Teaching. In N. Suskind (Ed.), *The Encyclopedia of Educational Psychology.* Thousand Oaks, CA: *Sage Publications.* 2(9). 809-813.
196. Mullany, Louise. (2011). *Gendered Discourse in the Professional Workplace.* Palgrave Macmillan. ISBN: 978-0-230-59290-2.
197. Austin, Linda.(2001). *What's Holding You Back? Eight Critical Choices for Women's Success.* Basic Books.
198. Noronha Delrose Sonia, Aithal P.S.& M. D. Pradeep. (20117). Study on Policy Framework towards Work Life Balance in India. *International Journal of Multidisciplinary Research and Modern Education.* 3 (2) . 11-16.
199. <https://www.ugc.ac.in/stateuniversity.aspx> retrieved on...12.5.2019 @ 2.33 pm

ANNEXURE QUESTIONNAIRE

I am Sonia Delrose Noronha presently doing my Ph.D on “ **A study on Work Life Balance and Glass ceiling faced by Women Employees in Education sector**” from Srinivas University, Mangalore under the guidance of Dr. P.S. Aithal , Vice – chancellor, Srinivas University, Mangalore. I have hereby developed a questionnaire for the purpose of my study. I kindly request you to fill the questionnaire and help me in my research work.

This Questionnaire has Seven parts:

Part I

These Questions are asked to collect Socio-Demographic status of the respondents

- 1. Age:**
< 30yrs 31 – 35 36 – 40 41 – 50 >50
- 2. Qualification**
PG M.Phil. Ph.D. Post Doc
- 3. Designation**
Assistant Professor Associate Professor
Professor
- 4. Total Experience**
< 2yrs 2 – 5yrs 6 - 10yrs
11 – 15 16 – 20 > 20yrs
- 5. Experience in the present college**
< 2yrs 2 – 5yrs 6 - 10yrs
11 – 15 16 – 20 > 20yrs
- 6. Department**
Arts Science Commerce Management
Education
Engineering Law Physical Education
- 7. Marital status**
Single Married Separated Widow
- 8. Parental Responsibility:**
Yes No
- 9. Number of Children**
0 1 2 2+
- 10. Age of Children**

- 0-2 3-8 9-15 Above 15
- 11. Family type**
Nuclear Joint
- 12. Family Size**
1-2 3-4 5-6 Above 7
- 13. Number of Dependents**
0 1 2 3+
- 14. Residence Type**
Urban Rural
- 15. Dwelling place**
Quarters Rented Own house
- 16. Income (monthly)**
< 50,000 50,000- 100,000 >100,000
- 17. Hours worked per day:**
<8 Hrs 8 – 10Hrs 10 – 12Hrs >12hrs

Part II

These Questions are related to the Level of Work Life Balance

Please tick your response on appropriate options given

SA = Strongly Agree, A= Agree, N= Neutral, D=Disagree, SD= Strongly Disagree

WORK LIFE BALANCE		SA	A	N	D	SD
1.	I have sufficient time away from my work to maintain adequate work life balance.					
2.	I am able to negotiate and accomplish what is expected of me at work and in my family					
3.	I am able to accomplish the expectations that my supervisors and my family have for me.					
4.	I have enough time to spend for my personal needs					
5.	I have time and energy to engage myself in the leisure activities I enjoy					
6.	I have enough time to spend on my health requirements					
7.	I have time to spend on my own self development					
8.	I have time to socialize with friends					
9.	My work demands does not interfere with my family life					

Part III

These Questions are related to the challenges faced by respondents under Individual, Family & Organizational Factors

SA = Strongly Agree, A= Agree, N= Neutral, D=Disagree, SD= Strongly Disagree

CHALLENGES: INDIVIDUAL FACTORS		SA	A	N	D	SD
1.	I do not have authority in taking Economic decisions					
2.	I cannot assist my family in buying fixed assets					
3.	Repayment of loan is difficult for me from my salary package					
4.	I do not have significant influence over my personal spending for health, recreation and other personal requirements					
5.	I am satisfied with the choice of my career					
6.	I am not Satisfied with my career success					
7.	In most ways my life is not close to my ideal					
8.	Stress at work is affecting my health					

Please tick your response on appropriate options given

SA = Strongly Agree, A= Agree, N= Neutral, D=Disagree, SD= Strongly Disagree

CHALLENGES : FAMILY FACTORS		SA	A	N	D	SD
1.	I am not happy with the economic condition of my family					
2.	I have responsibility of children's care					
3.	I have responsibility for Elders care					
4.	My spouse/Partner's demands interfere with work-related activities					
5.	I have to make changes in family activities plans due to my work related duties					
6.	I do not have cordial relation with my family					
7.	Family-related strain interferes with my ability to perform job-related duties					
8.	My Children's future bothers me					

Please tick your response on appropriate options given

SA = Strongly Agree, A= Agree, N= Neutral, D=Disagree, SD= Strongly Disagree

CHALLENGES: ORGANISATIONAL FACTORS		SA	A	N	D	SD
------------------------------------	--	----	---	---	---	----

1.	My organization does not provide family- friendly policies to fulfill family commitments					
2.	I do not have a good relation with my superior					
3.	I do not have a good relation with my colleagues					
4.	My organization does not follow flexible work schedule					
5.	I have been given too many other tasks/ commitments other than teaching					
6.	My organization does not provide adequate Infrastructure facilities					

Part IV

These Questions are related to the impact of Work-Life Balance on Job satisfaction, Organizational Commitment, Family Satisfaction and Employee Performance

SA = Strongly Agree, A= Agree, N= Neutral, D=Disagree, SD= Strongly Disagree

JOB SATISFACTION		SA	A	N	D	SD
1.	My job is like a hobby to me					
2.	So far, being in teaching profession has fulfilled and satisfied me.					
3.	My job is usually interesting enough to keep me from getting bored					
4.	I feel that I am happier in my work than most other people.					
5.	I find real enjoyment in my work					

Please tick your response on appropriate options given

SA = Strongly Agree, A= Agree, N= Neutral, D=Disagree, SD= Strongly Disagree

ORGANISATIONAL COMMITMENT		SA	A	N	D	SD
1.	I feel that my place of work is of great personal importance to me					
2.	I would like to stay at my current place of work for the rest of my working life					
3.	I will not leave this organization unless I really have no other choice					
4.	I am willing to put in a great deal of effort beyond that is normally expected for the organization's success					
5.	I tell my friends that my organization is great to work for.					
6.	I would accept almost any type of job assignment in order to keep working for this organization					

7.	I find that my values and the organization's values are very similar					
8.	For me this is the best of all possible organizations for which to work					

Please tick your response on appropriate options given

SA = Strongly Agree, A= Agree, N= Neutral, D=Disagree, SD= Strongly Disagree

	FAMILY SATISFACTION	SA	A	N	D	SD
1.	In general, I am satisfied with my family/home life					
2.	My family/home life is very enjoyable					
3.	I can satisfy my own needs and the needs of my family					
4.	I can make enough time for myself and for family life					

Please tick your response on appropriate options given

SA = Strongly Agree, A= Agree, N= Neutral, D=Disagree, SD= Strongly Disagree

	EMPLOYEE PERFORMANCE	SA	A	N	D	SD
1.	I adequately complete assigned duties.					
2.	I meet formal performance requirements of the job.					
3.	I don't neglect aspects of the job that I am obligated to perform.					
4.	I fulfill responsibilities specified in the job description					
5.	I perform tasks that are expected of me					
6.	I am satisfied with the work performance and respect with coworkers, students and superior from diverse backgrounds.					

Part V

These Questions are related to the Individual Practices and strategies adopted by respondents to maintain work-life balance

Please tick your response on appropriate options given

SA = Strongly Agree, A= Agree, N= Neutral, D=Disagree, SD= Strongly Disagree

	COPING STRATEGIES	SA	A	N	D	SD
1.	I have learnt to maintain a positive outlook					
2.	I undergo physical exercise regularly					
4.	I do Yoga / meditation to maintain my physical and mental health					

5.	I use social Media at the end of the day for my Relaxation purposes					
6.	I order groceries on-line thus reducing shopping chores					
7.	I make conscious decision not to take work home					
8.	I do not work over weekends					
9.	I do not think about work when I am at home					
10.	I plan my vacation schedule to match the vacation of my spouse / Children					
11.	Time –management, Prioritizing and goal setting helps me in balancing and increase my efficiency					

Part VI

These Questions are related to the Legislative and Judicial Provisions enabling work-life balance

Please tick your response on appropriate options given

SA = Strongly Agree, A= Agree, N= Neutral, D=Disagree, SD= Strongly Disagree

1.	LEGISLATIVE & JUDICIAL PROVISIONS	SA	A	N	D	SD
2.	Income support, benefits and allowances provided by the organisation is effective					
3.	Leave policy of my organization helps me in maintaining work life balance					
4.	I feel Health and medical schemes of the organization are adequate and supportive					
5.	Maternity benefits of the organization supports child care and my health					
6.	Policies and schemes are framed based on employee needs					
7.	My organization has maintained mechanism to deal with Harassment at work place					

Part VII

These Questions are related to the relationship between the Glass Ceiling and Work -Life Balance

Please tick your response on appropriate options given

SA = Strongly Agree, A= Agree, N= Neutral, D=Disagree, SD= Strongly Disagree

	GLASS CEILING	SA	A	N	D	SD

	(an invisible barrier that hinders or excludes women from advancement to upper management positions)					
1.	Do you feel glass ceiling exists in your organization?					
2.	I have equal opportunities in my organization for the promotion and career development opportunities					
3.	I have been under – represented in the management decisions					
4.	I have not been assigned certain responsibilities/ Positions since I have issues with work life balance					
5.	I have denied certain advancement option due to my family commitments.					
6.	I feel Women are not easily promoted from lower positions into top administrative positions					



SRINIVAS UNIVERSITY

(PRIVATE UNIVERSITY ESTABLISHED UNDER KARNATAKA STATE ACT NO.42 OF 2013)

City Office: G.H.S.Road, MANGALURU - 575 001, Karnataka State, INDIA.

Phone No.: 0824-2425966, 2444891, Fax: 0824-2442766

E-mail: info@srinivasgroup.com website: www.srinivasuniversity.edu.in

PLAGIARISM CHECKER SERVICE

Access to "Turnitin/iThenticate"- Plagiarism Detection Software is provided by the Library for the below Researcher who is submitting his/her thesis to the Srinivas University.

The researcher and supervisor have verified the contents of the thesis against plagiarism and appropriate measures have been taken to ensure originality to research contribution.

1.	Name of the Researcher	Mrs. Sonia Delrose Noronha			
2.	Name of the Guide	Dr. P.S. Aithal			
3.	Title of the Thesis	A Study on Work life Balance and glass Ceiling faced by Working Women in Education Sector			
4.	Department and Institution	College of Management & Commerce, Srinivas University, Mangalore – 575 001.			
Percentage of Similar Content Detected					
5.	Total	Similarity Index	Internet Sources	Publication	Student Papers
	9%	9%	3%	6%	9%
6.	Date of Verification: First scan/After revision	13-11-2019			

This 09% of plagiarism includes acknowledged quotes from texts, footnotes, names of the books and repeated words.

Date: 16/11/2019



Hap
16/11/2019
Librarian
Librarian
Srinivas University
Library, Mangalore

Registered Office: Srinivas Campus, Srinivas Nagar, Mukka, Surathkal, MANAGALURU - 574 146
Karnataka State, INDIA, Website: www.srinivasuniversity.edu.in, E-mail: info@srinivasuniversity.edu.in

CURRICULAM VITAE

Mrs. Sonia Delrose Noronha is currently serving as Assistant Professor at the college of Management and Commerce, Srinivas University. She has pursued her B.Com, M.B.A Degree from Mangalore University. She has also completed her PGDMM and M.Phil from Annamalai University. She has a teaching experience of 13 years and Industrial experience of 2 years. Her passion is in the subject of Human Resource Management and Research. She was the B.O.S and B.O.E chairperson, Srinivas University for the B.B.A and B.Com. course for the academic year 2017-2018. She is the examiner in the valuation panel of B. Com degree Mangalore University. She has published several articles in popular journals and also presented research papers in conferences and seminars.

PUBLICATION RELATED TO RESEARCH STUDY:

1. Noronha, S., & Aithal, P. S. (2016). Glass Ceiling- A Silent Barrier for Women in Highly Advanced and Humanistic Society. *IRA-International Journal of Management & Social Sciences* (ISSN 2455-2267), 5(3), 455-466. UGC Reference no: 46617
2. Noronha, S., & Aithal, P. S. (2019), "Work Life Balance among Women Employees: A Study on Initiatives Undertaken by Indian Organisations", *MERC Global's International Journal of Management* (ISSN 2321-7278), 7(3), 268-273. UGC Reference no: 49371
3. Noronha, S., & Aithal, P. S. (2017). Organizational Strategic Approach towards Work Life Balance of Women in India. *International Journal of Management, Technology, and Social Sciences (IJMTS)* (ISSN: 2581-6012), 2(1), 18-24.
4. Noronha, S., & Aithal, P. S. (2019). Work Life Balance and Glass Ceiling of Women Employees – A Literature Review, *Saudi Journal of Business and Management Studies* (ISSN 2415-6663), 2(1), 386-396.
5. Noronha, S., & Aithal, P. S. & M.D. Pradeep. (2017). Study on Policy Framework towards Work Life Balance in India, *International Journal of Multidisciplinary Research and Modern Education (IJMRME)*, (ISSN 2454-6119), 3(2), 11-16
6. Noronha, S., & Aithal, P. S. (2019). Influence of Socio Demographic factors on Work Life Balance (WLB) Among Public Universities Teachers in Karnataka, *International Journal of Scientific Research (IJSR)*, (ISSN 2277-8179), 8(11), 1-4



INFLUENCE OF SOCIO-DEMOGRAPHIC FACTORS ON WORK LIFE BALANCE (WLB) AMONG PUBLIC UNIVERSITIES TEACHERS IN KARNATAKA

Management

**Sonia Delrose
Noronha**

Research Scholar, Department Of Management, Srinivas University, Pandeshwar - 575001, Karnataka, India.

Dr. P. S. Aithal*

Srinivas Institute Of Management Studies, Pandeshwar, Mangaluru –575 001, India.
*Corresponding Author

ABSTRACT

In today's fast paced society managing Human resources has become a challenging yet dynamic and exciting task. Organizations have realized that human resources are their most unique and valuable assets. In this era where the world has become a global village educational institutions are trying to keep pace with the competition by retaining key employees through reducing disparities, improving faculty effectiveness, morale and increasing developmental opportunities. Work Life balance is a delicate aspect that results in teacher satisfaction and effectiveness. It has been proved over the years that the balanced work life results in well-being of the faculties, students as well as the organization. Work life Imbalance affects the performance at work place on one side and family care on the other side. This can also create Glass ceiling resulting in lack of opportunities for career growth and development. Organizations are formulating policies and women themselves have adopted strategies to maintain work life balance and overcome glass ceiling. The present study is an attempt to understand the influence of socio-demographic factors on WLB among the faculties of the public universities in Karnataka. This study is based on the primary data. For this purpose a survey was carried out among the university teachers of the Public universities of Karnataka. An attempt has been made to highlight the challenges faced by women in maintaining the work life balance in this sector.

KEYWORDS

Work Life Balance, Wlb, Glass Ceiling, Educational Institutions, Human Resources, University Teachers.

INTRODUCTION:

In the traditional society, women's role was naturally limited to the family. Since she was the bearer of children, she was fully occupied with her responsibilities as a mother and homemaker. Man's responsibility was to provide the household with raw materials, which were then converted by the woman into consumable products or conditions by means of rudimentary methods and tools. Work-Life Balance can be described as the 'fit' between multiple roles in a person's life.

The fundamental theory behind the concept of Work-Life Balance is that individuals have varying and sometimes mutually exclusive demands on them due to the roles that they play in the different facets of their lives for example, mother versus worker.

Work-Life Balance is not one single ultimate experience" but a series of individual experiences unfolding over time.

Work-Life Balance, is not just about women juggling between home and family but also about adjusting working patterns so that everyone, regardless of age, race or gender, can find a rhythm that enables them more easily to combine work with their other responsibilities or aspirations.

RESULTS:

Table 1: Socio-demography

		Count	Column N %
Age:	< 30yrs	27	25.5%
	31 - 35	41	38.7%
	36 - 40	18	17.0%
	41 - 50	15	14.2%
	Above 50	5	4.7%
	Total	106	100.0%
Residence Type	Rural	14	13.2%
	Urban	92	86.8%
	Total	106	100.0%
Dwelling place	Own house	58	54.7%
	Quarters	7	6.6%
	Rented	41	38.7%
	Total	106	100.0%
Income (monthly)	< 50,000	67	63.2%
	50,000 - 100,000	29	27.4%

AIMS AND OBJECTIVES:

- To study the influence of Socio-demographic factors on Work life balance among the women faculties of the public universities in Karnataka

ALTERNATE HYPOTHESES:

There is an association between socio-Demographic factors and WBL.

MATERIALS AND METHODS:

- Questionnaire method is used for the study
- Data was collected from 106 women faculties from 27 different public or state Universities of Management department working in Public Universities of Karnataka
- 5 point Likert scale was used to measure components
- Under Demographic factors 17 variables were measured
- Under Work Life Balance 9 components were measured.
- Descriptive methods such as Mean, standard deviation, frequency and percentage has been used.

Inferential method such as Fishers exact test was used to find the association between Demographic variables and Work life balance.

	Above 100,000	10	9.4%
	Total	106	100.0%
Qualification	PG	82	77.4%
	M.Phil	5	4.7%
	Ph.D	19	17.9%
	Total	106	100.0%
Designation	Assistant Professor	81	76.4%
	Associate Professor	20	18.9%
	Professor	5	4.7%
	Total	106	100.0%
Total Experience	< 2yrs	4	3.8%
	2 - 5	35	33.0%
	6 - 10	23	21.7%
	11 - 15	30	28.3%
	16 - 20	9	8.5%
	Above 20	5	4.7%
	Total	106	100.0%
Experience in the present college	< 2yrs	26	24.5%
	2 - 5	48	45.3%
	6 - 10	22	20.8%
	11 - 15	5	4.7%
	Above 20	5	4.7%
	Total	106	100.0%
Hours worked per day:	<8 Hrs	43	40.6%
	8 - 10Hrs	57	53.8%
	10 - 12Hrs	6	5.7%
	Total	106	100.0%
Marital status	Single	17	16.0%
	Married	89	84.0%
	Total	106	100.0%
Family type	Joint	16	15.1%
	Nuclear	90	84.9%
	Total	106	100.0%
Parental Responsibility:	No	23	21.7%
	Yes	83	78.3%
	Total	106	100.0%
Family Size	1 - 2	14	13.2%
	3 - 4	70	66.0%
	5 - 6	22	20.8%
	Total	106	100.0%
Number of Dependents	0	16	15.1%
	1	27	25.5%
	2	34	32.1%
	3+	29	27.4%
	Total	106	100.0%
Number of Children	0	24	27.0%
	1	44	49.4%
	2	21	23.6%
	2+	0	.0%
	Total	89	100.0%
Age of Children	0 - 2	8	12.3%
	3 - 8	31	47.7%
	9 - 15	15	23.1%
	Above 15	11	16.9%
	Total	65	100.0%

Table 2: WLB

	SD		D		N		A		SA		Total			
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Mean	Standard Deviation	Median
I have sufficient time away from mywork to maintain adequate work life balance.	0	.0%	28	26.4%	13	12.3%	53	50.0%	12	11.3%	106	3.46	1.01	4.00
I am able to negotiate and accomplish what is expected of me at work and in my family	0	.0%	18	17.0%	15	14.2%	63	59.4%	10	9.4%	106	3.61	.88	4.00

I am able to accomplish the expectations that my supervisors and my family have for me.	0	.0%	15	14.2%	16	15.1%	48	45.3%	27	25.5%	106	3.82	.97	4.00
I enjoy enough time to spend for my personal needs	0	.0%	26	24.5%	25	23.6%	38	35.8%	17	16.0%	106	3.43	1.03	4.00
I have time and energy to engage myself in the leisure activities I enjoy	0	.0%	23	21.7%	23	21.7%	42	39.6%	18	17.0%	106	3.52	1.02	4.00
I have enough time to spend on my health requirements	0	.0%	41	38.7%	23	21.7%	30	28.3%	12	11.3%	106	3.12	1.06	3.00
I have time to spend on my own self development	0	.0%	28	26.4%	26	24.5%	35	33.0%	17	16.0%	106	3.39	1.05	3.00
I have time to socialize with friends	0	.0%	35	33.0%	35	33.0%	24	22.6%	12	11.3%	106	3.12	1.00	3.00
My work demands does not interfere with my family life	0	.0%	43	40.6%	36	34.0%	10	9.4%	17	16.0%	106	3.01	1.07	3.00

Table 3: Association

		WLB					
		Low		Moderate		Good	
		Count	Row N %	Count	Row N %	Count	Row N %
Age:	< 30yrs	6	22.2%	4	14.8%	17	63.0%
	31 - 35	0	.0%	33	80.5%	8	19.5%
	36 - 40	0	.0%	6	33.3%	12	66.7%
	41 - 50	0	.0%	15	100.0%	0	.0%
	Above 50	0	.0%	0	.0%	5	100.0%
Residence Type	Rural	0	.0%	4	28.6%	10	71.4%
	Urban	6	6.5%	54	58.7%	32	34.8%
Dwelling place	Own house	6	10.3%	22	37.9%	30	51.7%
	Quarters	0	.0%	0	.0%	7	100.0%
	Rented	0	.0%	36	87.8%	5	12.2%
Income (monthly)	< 50,000	6	9.0%	36	53.7%	25	37.3%
	50,000 - 100,000	0	.0%	22	75.9%	7	24.1%
	Above 100,000	0	.0%	0	.0%	10	100.0%
Qualification	PG	0	.0%	45	54.9%	37	45.1%
	M.Phil	0	.0%	0	.0%	5	100.0%
	Ph.D	6	31.6%	13	68.4%	0	.0%
Designation	Assistant Professor	2	2.5%	42	51.9%	37	45.7%
	Associate Professor	4	20.0%	16	80.0%	0	.0%
	Professor	0	.0%	0	.0%	5	100.0%
Total Experience	< 2yrs	0	.0%	4	100.0%	0	.0%
	2 - 5	6	17.1%	12	34.3%	17	48.6%
	6 - 10	0	.0%	15	65.2%	8	34.8%
	11 - 15	0	.0%	23	76.7%	7	23.3%
	16 - 20	0	.0%	4	44.4%	5	55.6%
	Above 20	0	.0%	0	.0%	5	100.0%
Experience in the present college	< 2yrs	6	23.1%	20	76.9%	0	.0%
	2 - 5	0	.0%	20	41.7%	28	58.3%
	6 - 10	0	.0%	18	81.8%	4	18.2%
	11 - 15	0	.0%	0	.0%	5	100.0%
	Above 20	0	.0%	0	.0%	5	100.0%
Hours worked per day:	<8 Hrs	0	.0%	27	62.8%	16	37.2%
	8 - 10Hrs	0	.0%	31	54.4%	26	45.6%
	10 - 12Hrs	6	100.0%	0	.0%	0	.0%
Marital status	Single	6	35.3%	5	29.4%	6	35.3%
	Married	0	.0%	53	59.6%	36	40.4%
Family type	Joint	6	37.5%	10	62.5%	0	.0%
	Nuclear	0	.0%	48	53.3%	42	46.7%
Parental Responsibility:	No	0	.0%	14	60.9%	9	39.1%
	Yes	6	7.2%	44	53.0%	33	39.8%
Family Size	1 - 2	0	.0%	9	64.3%	5	35.7%
	3 - 4	6	8.6%	39	55.7%	25	35.7%
	5 - 6	0	.0%	10	45.5%	12	54.5%

Number of Dependents	0	0	.0%	5	31.3%	11	68.8%
	1	0	.0%	7	25.9%	20	74.1%
	2	0	.0%	30	88.2%	4	11.8%
	3+	6	20.7%	16	55.2%	7	24.1%
Number of Children	0	0	.0%	9	37.5%	15	62.5%
	1	0	.0%	28	63.6%	16	36.4%
	2	0	.0%	16	76.2%	5	23.8%
	2+	0	.0%	0	.0%	0	.0%
Age of Children	0 - 2	0	.0%	4	50.0%	4	50.0%
	3 - 8	0	.0%	24	77.4%	7	22.6%
	9 - 15	0	.0%	10	66.7%	5	33.3%
	Above 15	0	.0%	6	54.5%	5	45.5%

Table 4: Fishers exact test p

	Fishers exact test p	
Age:	0.000	HS
Residence Type	0.030	sig
Dwelling place	0.000	HS
Income (monthly)	0.000	HS
Qualification	0.000	HS
Designation	0.000	HS
Total Experience	0.000	HS
Experience in the present college	0.000	HS
Hours worked per day:	0.000	HS
Marital status	0.000	HS
Family type	0.000	HS
Parental Responsibility:	0.393	NS
Family Size	0.264	NS
Number of Dependents	0.000	HS
Number of Children	0.023	sig
Age of Children	0.339	NS

RESULTS FROM WLB COMPONENTS:

- Respondents have sufficient time away from work to maintain WLB(3.46)
- Respondents are able to negotiate and accomplish that is expected from them at work and family (3.61)
- Respondents are able to accomplish the expectations of the supervisor and family.(3.82)
- Respondents enjoy enough time to spend for personal needs(3.43)
- Respondents have time and energy to engage in leisure activities they enjoy(3.52)
- Respondents have to enough time to spend on health requirements(3.12)
- Respondents have time to spent on self development (3.39)
- Respondents have time to socialize with friends (3.12)
- Respondents work demands does not interfere with family life(3.01)

LEVEL OF WORK LIFE BALANCE

TOTAL SCORE	9-45
9-21	LOW
22-33	MODERATE
34-45	HIGH

Frequency	Percent	Mean	s.d	
Low	6	5.7	30.49	7.43
Moderate	58	54.7		
Good	42	39.6		
Total	106	100.0		

Overall Mean value score is 30.49 –MODERATE WLB

DISCUSSION:

The balance between the work-life and professional life has to be maintained and has already been defined by the WHO (1,2). It is the primary responsibility of the Employer to ascertain issues like work-life balance policies and practices, employee engagement via Proper balance between professional and personal life of employees and work-place culture in different industries in order to increase their productivity and retain them in the organization for a long period are the need of hour (3-7). In fact with a shift in the policies the productivity is also known to go high. Work-life balance and employee engagement becomes a visible benchmark among high performing organizations. Specially married individuals are caught in the web of

managing both activities and it is known to be a burden and often to compensate one the other one is known to suffer (8,9,10). It is basically not equal division of time and work rather it's a purely mental Health activity. Major factors are known to play their roles and even geographical location and the race of the individual is supposed to play a role. So a regression model has to be made for particular individuals so as to maximize the productivity of the overall. Working time, family friendly policies, managerial practices and organizational cultures also act as determinants of how men and women experience work-family balance.

CONCLUSION:

Overall Mean value score is 30.49 –MODERATE WLB. Out of 17 factors considered 14 show highly significance.

REFERENCES:

1. Ioan, IazĂ, & CodruŢ. (2010). The Role of Work-Life Balance Practices in order to improve Organizational Performance. *European Research Studies*, XIII(1), 201-214.
2. Delecta, P. (2011). Review Article Work Life Balance. *International Journal of Current Research*, 33(4), 186-189.
3. Susi, & Jawaharrani. (2011). Work-Life Balance: The key driver of employee engagement. *Asian Journal of Management Research*, 2(1).
4. Ujvala, Rajadhyaksha. (2012). Work-life balance in South East Asia: The Indian experience. *South Asian Journal of Global Business Research*, 1(1), 108 – 127.
5. Namita. (2014). Work-Life Balance In India-The Key Driver of Employee Engagement. *International Journal of Management and Commerce Innovations*, 2(1), 103-109.
6. Delina, & Prabhakara, Raya. (2013). A study on Work-Life Balance in Working Women. *International Journal of Commerce, Business and Management*, 2(5), 274.
7. Lubna, Riz. (2013). An Empirical Study on The Effectiveness of Work-Life Balance In Banking Industry. *Life Sci J*, 10(4), 3075-3081. Retrieved from <http://www.lifesciencesite.com>
8. Manjula, & Selvakumar. (2014). Analysis of quality of work life of employees in private sector commercial banks – application of discriminant analysis. *Abhinav National Monthly Refereed Journal of Research In Commerce & Management*, 3(9), 7-16.
9. Manisha, Purohit. (2013). A Comparative Study Of Work Life Balance In Various Industrial Sectors In Pune Region. *International Journal Of Marketing, Financial Services & Management Research*, 2(3), 198-206.
10. Prerna, Patwa. (2011). Work-Life Balance: A Cross Sectional Study of Banking & Insurance Sector. *International Journal Of Research In Commerce, It & Management*, 1(3).

Work Life Balance among Women Employees: A Study on Initiatives Undertaken by Indian Organisations

Sonia Delrose Noronha¹ and P. S. Aithal²

¹Research Scholar and ²Assistant Professor,
Department of Management, Srinivas Institute of Management Studies,
Srinivas University, Mangaluru, Karnataka, India.

CITATION: Noronha, Sonia Delrose and Aithal, P. S. (2019), "Work Life Balance among Women Employees: A Study on Initiatives Undertaken by Indian Organisations", *MERC Global's International Journal of Management*, Vol. 7, Special Issue 1, pp. 22-27.

ARTICLE HISTORY: Submitted: March 01, 2019, Revision received: March 30, 2019, Accepted: April 10, 2019

ARTICLE TYPE: Review paper

ABSTRACT

With the expansion in awareness and education, identifying women empowerment there is a significant increase in the total number of working women in various areas. Ever changing the market condition and competition has pressurised the enterprises to perish or perform. This has created tremendous pressure on the employees. Individual and professional life is the two aspects thought about significantly by the representatives, the achievement of which requires real consideration. The real test for women is to balance and adjust the requests or the demands and the necessities of family and career. Different viewpoints like Work stress, socio demographic conditions, work pressure, the effect of work on family life adversely influences the individual life and professional success making a discriminatory constraint for women which can be termed as Glass ceiling. Lack of appropriate work-life balance approaches practices and policy results in work-life strife. This can result in increased Labour turnover, high absenteeism, poor job satisfaction, continuous organisational loss, and occupation fulfilment. There are initiatives and steps taken by the organisations and the administration. However, the point is noted is if these steps taken are sufficient and are really profiting the employees. This paper is based on the secondary data studies the work-life balance practices adopted by Indian organisations in providing Work life Balance among its Women Employees. An endeavour is likewise made to discover the difficulties experienced by the institutions in giving such measures to the women employees. The sources studied for this research includes different Internet sites, Journals, websites doctoral proposition, papers, etc.

KEYWORDS: Work life balance, Empowerment, Initiatives, Glass ceiling, Socio-demographic conditions.

1. INTRODUCTION

Ever changing the globalised focused business world has turned the work life balance in a matter of worry for employees, organisations as well as researchers. Organisations should know about the changing prerequisites and the needs of the women employees at work and at home. Women employees are facing different issues and difficulties due to expanded obligations at work and individual life. To add on to it is conventions and partiality creating an unseen barrier in the career growth called as Glass ceiling. This prevents women employees from progressing in their occupation. This broadened way of life and changing work requirements have forced businesses to think about work life balance. Businesses currently give consideration of work life and individual life. It has become a troublesome matter for women employees to maintain harmony or balance between personal life and professional work life. Work-life unevenness unfavourable influences the organisations, their close families, organisations and also the general public to such extent (Noronha

and Aithal, 2016). Suitable coping up practices ought to be provided to deal with the work and family requirements. This will boost the morale of the workers, increased job fulfilment, responsibility and productivity of the employees. In addition, it will also help in decreasing the labour turnover and absenteeism to some extent. In India, the scholarly endeavour to give a total picture of work-life balance practices and programmes adopted by different enterprises is very minimal.

2. OBJECTIVES

- To study the Initiatives available in maintaining work life balance.
- To identify the current practices adopted by Indian organisations in maintaining work life balance among its women employees.
- To develop a model showing the benefits of work life balance initiatives on individual, family and organisation.
- To identify the obstacles and opportunities in this regard.

3. METHODS

This research is descriptive in nature. The analyst has gathered secondary data from journal papers, published papers, articles, newspapers, etc.

4. WORK LIFE BALANCE: MEANING AND SIGNIFICANCE

Work life balance is an attempt towards limiting the job struggle of an individual employee by keeping up her discernment about the job and his own time and family welfare. Work life balance can be characterised as employees' perception to keep up and incorporate numerous areas of work, individual and family care with the least job struggle (Clark, 2000). Patriarchy system in the society kept women from performing and appreciating crucial jobs in society. Inclusive Development points towards investigating women to their fullest potential and add to the financial development and flourishing of the nation by tending to their differential needs. Issues looked by women are disregarded in the male commanded social orders, which looks for prompt consideration of the Government, associations, social administration organisations and workers' organisations.

Nature of work life balance is the cutting edge pattern to enhance the confidence of the representatives and profitability of the associations (Delrose *et al.*, 2017). Work life balance can be different for various individuals depending on the diverse phases of life. It essentially incorporates the issues of depletion and absence of time. Research demonstrates that the inability to accomplish a satisfactory equalisation of effort is directly associated with the absence of vitality to satisfy individual responsibilities and the absence of authority over the outstanding task at hand. The lopsidedness here prompts results, for example, fatigue, low quality of life and in particular low performance. Work life balance is the connection between work and home duties and their effect on each other. The present examination inspects the current work-life balance approaches and practices adopted by different Indian organisations. With the increase in the women workforce, nuclear and dual earner families the requirement for the employees to adjust their work and individual life has likewise expanded.

Besides, women still assume the significant responsibility of spouse care, childcare, elderly care and housework, extended work hours, work culture and the absence of adaptable work arrangement makes a disadvantageous circumstance for women employees than men. Women seem to find it difficult to put in the required number of hours to propel in their occupation. Considering this prerequisite alongside the goal to give better personal satisfaction and maintenance of effectively skilled representatives, organisations are presently giving different work-life programs. Organisations are showing concern towards their employees by planning welfare approaches like a positive working environment, increasing well-being, and safety.

Post-war time has shown increases of statutory and government-arrangements offered to employees, for example, medical coverage, standardised savings estimates like pension and protection and compensation plan in case of disease and accidents showing the obligation of organisations towards employees in order to provide social security to employees and their families (Glass and Estes, 1997). In the present paper, an attempt has been made to recognise and uncover the present status and advantages of work-life balance programs given by different Indian Organisations and their future difficulties. This investigation depends on the information got from the literature survey. As women still do most of the childcare and residential work, an absence of flexible working arrangement and extended work hours will disservice a larger number of women than men, as they will be unfit to put in the required hours to build their career.

5. CURRENT INITIATIVES IN WORK LIFE BALANCE

Organisations have begun executing many work-life balance practices. They offer dependent elder care, child care, flex work schedules, and work sharing and employee help programs as choices for maintaining work life balance (Dalcos and Daley, 2009). These measures help the business to hold high potential key employees and productive workforce. Present modern organisations have begun to adopt such trends (Hobsor *et al.*, 2001).

- **Paternity Leave:** Central Civil Services, Leave Rules 43-A provides Paternity leave to male government workers' up to a time of 15 days amid childbirth (Paternity Leave, 2012).
- **Maternity Leave:** Rise in the number of women employees and the problems identified with work-life balance different approaches like Maternity Benefit Act 1961 which gave 12 weeks(three months) paid leave to all ladies representatives has been changed in 2016 and expanded to 26 weeks i.e. six months (Maternity Benefit (Amendment) Act, 2017).
- **Parental leave:** Parental leave is benefited by parents to care for a young child and to make plans for the child's welfare. Guardians can likewise utilise this leave to invest more time with their children and strike a harmony between work and individual family duties.
- **The family leaves:** This arrangement benefits the employees to avail leave the facility to cater to the illness of the family (parents, spouse or children) on the arrangement of the medical certificate. Every worker here has a privilege to take family leave which cannot be deferred or cancelled.
- **Unpaid leave:** If a worker wishes to take a break from their work to offer importance to other professional or individual needs, organisations may consider through unpaid leave.
- **Teleworking:** This is a work plan where a worker might be approved to do some portion of their exercises regularly from home over some stretch of time. The employee may request the employer for teleworking, however, this does not give a right of a worker to telework automatically.
- **Part time work:** Employees who want to work on a part time basis due to different reasons, such as pursuing higher education, attending family requirements, contemplating hobbies and numerous others can offer significant to needs other than work. Part time employees may benefit from this approach.
- **Flexitime Concept:** This is an arrangement that enables a worker to make his own plans for beginning and completing work with the scope of accessible hours subject to accomplishing absolute day by day, week after week or month to month hours. It is a gainful open door given by organisations to its employees of adaptable hours with a condition of the employees' availability in the organisation during the core working hours.
- **Time to care for sick children:** Taking some time off to take care of the children or to get the child who is sick from crèche or school is a provision that can help employees to keep up the work life balance.
- **Crèches:** Certain organisations arrange their very own crèche where the workers can leave their young children. This will end the predicament that compels women employees to pick among children and work.

6. INITIATIVES ADOPTED BY INDIAN ORGANISATIONS

Organisations are presently endeavouring extraordinary efforts to provide a caring, positive and engaging work condition. An examination comprising of 20 Fortune 500 organisations has discovered that 28% of the men and 53% of the women revealed a failure to concentrate at work because of work family pressure. This shows the greater part of women and 33% of men are influenced by work-family pressure. This is the consequence of the increase in the number of dual earners resulting in work-life strife (Rodgers, 1992). In Mind Tree and Pepsi Company, worker engagement methodologies are excitedly helping them to keep up the good work-life balance. At Marico Company, workers depending upon their jobs have the flexible options to choose the timings of their work after obtaining consent from the employer. The organisation does not keep up any framework for estimating work hours or maintain attendance registers. Citi India has as of late presented an approach that permits employees to telecommute for two days in a month (depending on the role of the employee). Employees have the opportunity to settle on remote working and flexitime concept. Attendant service has been as of late presented by the organisation inside the workplace premises to assist representatives with freeing up important time. It is even known for its possibility for leave arrangement where the workers can look for oral leave permission from the manager. The record of such leave isn't kept up for a time of four days (Pathak, 2014). Pepsi Co India has begun an

idea of solid, healthy and free breakfast with fruits, oats, natural products, Poha and Upma. This has helped the young, single and unmarried employees. Recently they have started for newly married employees. Pepsi Co has tied with Ida and Intelliots for giving daycare offices in Gurgaon, Mumbai, Hyderabad, and Chandigarh. Here workers can profit an enormous discount of Rs.40, 000 – 50,000 alongside different advantages. Dabur India focuses on the wellbeing and wellness of workers understanding that a sound representative is a profitable representative. Coca-Cola urges employees to try out healthy living techniques like tennis, Aerobics, Gyms, Yoga by financing up to half of the costs caused by memberships. Mahindra and Mahindra urge workers to go for regular medical checkups by having tie-ups with diagnostic places and Stepathlon Lifestyle. Raychem RPG offers 101 facilities like maintenance of gadgets, elder care, pet care, getting laundry done due to which employees to make the most of their extra time and enjoy weekends.

Infosys Technologies' gives wellness activity Health Assessment Lifestyle Enrichment (HALE). In order to reduce stress, Wipro likewise offers wellness health initiative. Johnson and Johnson India in 2002 began the Women's Leadership Initiative (WLI) to bring in women leaders in the organisation. The organisation additionally made mindfulness on medical problems by creating health awareness issues, supporting tribal girls, supporting street children, helping orphans and providing gynaecological and maternity care to women. In order to increase employee productivity, Procter and Gamble India have reduced work routines and has offered representations to telecommute helping employees maintain work-life balance (Shravanthi *et al.*, 2013).

Intel India gives workplace solutions to decrease work and individual difficulties and personal challenges, increasing the work value of Intel. Along with adaptable, flexible working hours, only five days' work in a week is also adopted. It likewise gives Hospitalization Insurance Policy along with reimbursement of expenses incurred at the hospital by the employee and his dependents who are insured under a floater policy (Rs.500,000 pa) Intel additionally pays the premium of employees and their dependents. Employees 100% premium and dependents 80% premium are paid by Intel. Spouse and employees also get maternity insurance cover under Hospitalization Insurance. Intel Gives every employee paid maternity leave of 84 days in the case of pregnancy. On long periods of service 15 days for an initial two years and 20 days for over two years) annual leave facility is offered to employees apart from 12 public holidays in a given year. Intel under the Business Traveller Medical plan gives medical coverage to its workers when they are at business travels outside India (for a period of 90 days). This facility is offered to both full time and part time employees. In case of the death of an insured employee, Intel guarantees payment of lump sum amount to the legal heir of the deceased employee.

Intel pays a 100% premium. Other benefits offered by Intel are compressed work week, flexible work hours, telecommunicating, alternate work schedules, part time employment, health benefits, child care assistance and also wellness benefits. IBM India gives to its employee's choices like telecommuting, part time employment, flexible work week and family counselling. Arrangements include recreational activities, clubs, reimbursement, global chances, and career break and life events like marriage. This encourages IBM to attract the best talent, motivate and retain them. TATA Group, being one of the most seasoned and respected groups known people centred organisation. It is additionally known to have high scores on welfare parameters. Here work-life balance activities are custom fitted according to various strata of representatives. For the workforce in manufacturing and assembling plant, the organisation has presented adult education programmes and also family life education. Crèche office is given to support the female employees. IBM's approach says that association is particular about providing employees an opportunity to accomplish work life balance.

TATA Consultancy Services (TCS) a developing Organisation started under the Tata group has a pool of qualified executive class employees. The organisation gives to its worker's choices to work flexitime with certain compulsory work hours and arrangements to work for five days in a week. Most noticeably TCS organises regular seminars on better living, stress management and nutrition. Realizing and understanding the effect of desk bound jobs, extensive travel and long working hours that result in work-life imbalance the organisation has empowered the development of groups with comparative same interests to meet up and organise various activities other than routine work. Child care and crèche facility are provided by Zensar Technologies. The casual gathering is encouraged where employees can meet their seniors to discuss anything. Day to day activities like dropping cheques, drawing cash, paying bills, school fees of employees' children are offered by Zensar through a facility called Madat online a 24/7 facility. Zensar Technologies conducts stress management programmes, fun days at work and also family day. This shows Indian Organisations have now understood the requirement for work-life balance and are taking necessary steps to help employees have the work-family amicable condition and work life balance (Barik and Pandey, 2016).

7. A MODEL SHOWING INITIATIVES AND ITS BENEFITS TOWARDS WORK LIFE BALANCE

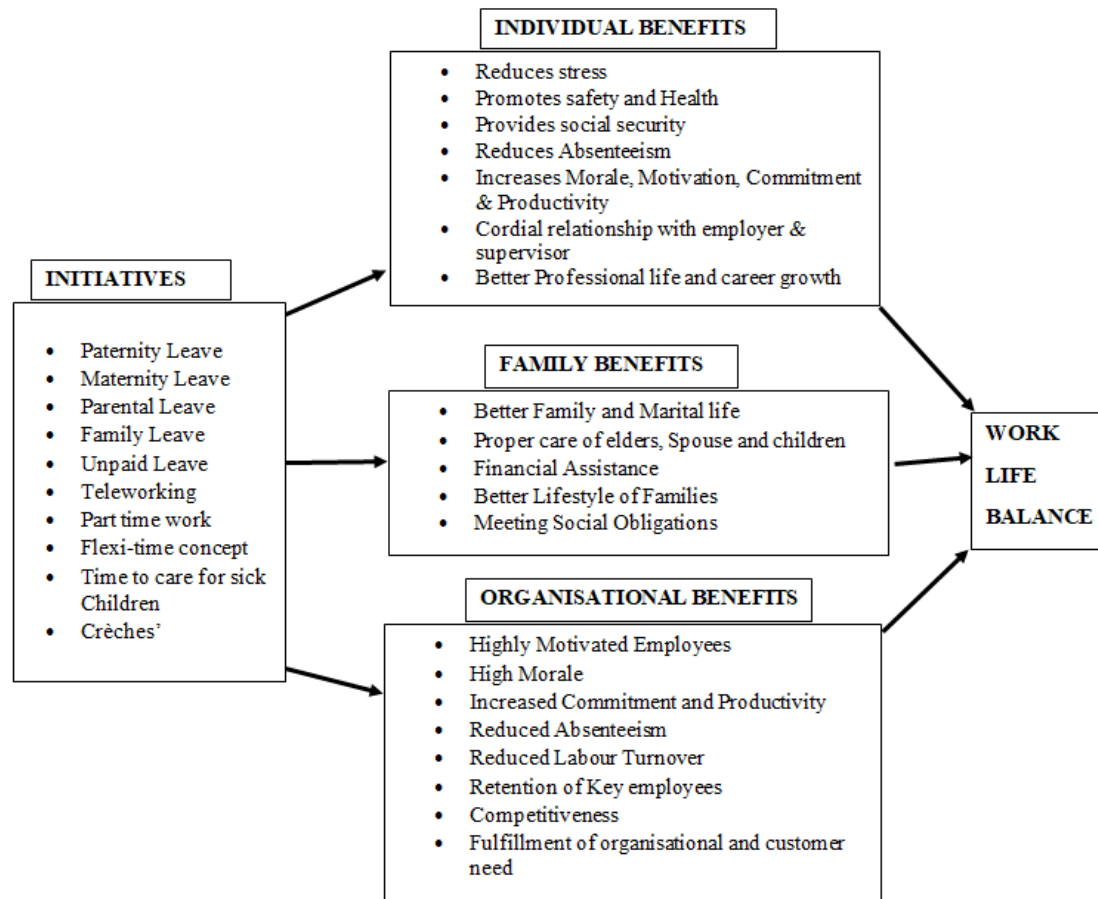


Figure 1: Model shows the benefits of Initiatives on Individual, Family and Organisation.

Figure 1 shows the practices that can be adopted by the Organisations and the benefits of these Initiatives on the Individual, Family and Organisation. If these initiatives are adopted considering the financial aspects, it will help in maintaining Work Life Balance among women employees thus helping the organisation in achieving its objectives.

8. OBSTACLES AND OPPORTUNITIES

Despite the fact that Indian Organisations are attempting their best to give work life balance programs, numerous associations think about it as a burden and not a strategic choice. In the current circumstance where the organisations are going worldwide decreasing expense or cost cutting is the greatest challenge for Organisations. Strategy formulators feel that work-life balance activities will result in a financial burden. This increase in the budget will make it challenging for them to survive in this aggressive worldwide market. The Human Resource Department needs to productively use human assets by investigating some inventive approaches and practices. McCrindle's Research of 3000 Australians shows that work-life balance is an important factor for attracting and retaining efficient employees. This can be ranked above the salary component. Numerous analysts have demonstrated that work and family are not separate but rather impact each other (Greenhaus and Powell, 2006). In India, where an ever increasing number of women are getting into workforce statutory approaches, for example, maternity benefit with leave is common, but concepts like work from home, flexitime, part time are sporadic and are optional in nature.

Additionally, approaches and practices like paternity leave, working from home, well-being help programs, child care, elder care leave, and stress management programmes are yet to be considered as a strategic decision and a vital choice by the organisations. Indian organisations consist of the youthful, enthusiastic and proficient workforce. But the point to be stressed is the steady increase in the attrition rate in the organised sector in India was 26.9% in 2013, the most astounding attrition rate worldwide (Biswas, 2013). Work-life balance techniques motivate and increase the employee's performance thus resulting in increased morale. Work-life balance gives employees the opportunity to utilise their spare time effectively and satisfy different activities and commitments along with organisational work. All the more significantly, it diminishes employee's psychological

pressure and results in job fulfilment. In this way, the organisations ought to understand the esteem requirements of work life balance initiatives for employees as well as organisational performance.

9. CONCLUSION

For today's organisations the buzz word to success is work-Life Balance for women employees. Different strategies are formulated and executed by the organisation. Women are likewise expected to identify coping strategies to adjust to the family and work demands. These lifestyle practices will support the employees and employers to manage the issues and the problems of work life balance. The work-life balance creates harmony and peace in the lives of the employees. It is a survival technique for the business in the extremely focused market as it increases the value of the work culture and furthermore family life. Institutions have understood the intensity of work-life balance techniques and are attempting their best to execute it effectively. This awareness will assist associations with retaining and utilise the talents and abilities of the employees to the greatest extent.

10. REFERENCES

1. Barik, P. and Pandey, B. (2016), "Work Life Balance a Strategic Human Resource Policies and Practices followed by Indian Organisations", *IRA- International Journal of Management & Social Sciences*, Vol. 5, Issue 3, pp. 427-435.
2. Biswas, S. (2013), Attrition in India to top world charts in 2013; one in four employees to change jobs, *The Economic Times*, June 07, 2013.
3. Clark, S. C. (2000), "Work /Family Border Theory: A new Theory of Work / Family Balance", *Human Relations*, Vol. 53, Issue 6, pp. 747-770.
4. Dalcos, S. M. and Daley, D. (2009), "Work Pressure, Workplace social resources and work –family conflict: The tale of two sectors", *International Journal of Stress Management*, Vol. 16, Issue 4, pp. 291-311.
5. Delrose, Sonia; Noronha, S.; Aithal, P. S. and Pradeep, M. D. (2017), "Study on Policy Framework towards Work Life Balance in India", *International Journal of Multidisciplinary Research and Modern Education*, Vol. 3, Issue 2, pp. 11-16.
6. Glass, J. L. and Estes, S. B. (1997), "The Family responsive workplace", *Annual Review of Sociology*, Vol. 23, Issue 1, pp. 289-313.
7. Greenhaus, J. H. and Powell, G. N. (2006), "When work and family are allies: A theory of work-family enrichment", *The Academy of Management Review*, Vol. 31, Issue 1, pp. 72-92.
8. Hobsor, C. J.; Delunas, L. and Kelsic, D. (2001), "Compelling evidence for the Need for Corporate Work/Life Balance initiatives: Results from a national survey of stress fill life-events", *Journal of Employment Counseling*, Vol. 4, Issue 8, pp. 38-44.
9. Jafri, Md. Hassan and Batra, Madhur (2014), "Work-life Balance and Subjective Well-being: Role of Social Support and Psychological Detachment", *MERC Global's International Journal of Management*, Vol. 2, Issue 4, pp. 133-150.
10. Maternity Benefit (Amendment) Act, 2017, Ministry of Law and Justice, New Delhi, 28 March, 2017.
11. Noronha, S. and Aithal, P. S. (2016), "Glass Ceiling – A Silent Barrier for women in Highly Advanced and Humanistic Society", *IRA- International Journal of Management & Social Sciences*, Vol. 5, Issue 3, pp. 455-466.
12. Paternity Leave (2012), Central Civil Services (Leave) Rules 43-A, Central Government staff news posted on Sunday, November 25, 2012.
13. Pathak, Manabi (2014), "Psychology at work, making Managers responsible", available at: www.humancapitalonline.com.
14. Rodgers, Francene Sussner (1992), "When the Business Case in common sense: Coming to terms with America's Family Challenge", *ACA Journal*, Autumn.
15. Shrvanthi, Andukuri Raj; Deshmukh, Sagar and Deepa, N. (2013), "Work Life Balance of Women in India", *International Journal of Research in Management Sciences*, Vol. 1, Issue 1, pp. 50.
16. Suram, Swetha and Suryanarayana, A. (2018), "Work-Life Balance of Women: Facilitators and Inhibitors", *MERC Global's International Journal of Management*, Vol. 6, Issue 3, pp. 60-67.

ABOUT THE AUTHOR (S)



Sonia Delrose Noronha is currently pursuing her Ph.D. in Srinivas University under the guidance of Dr. P. S. Aithal, Vice Chancellor, Srinivas University. She has a work Experience of 13 years as Assistant Professor in Srinivas Institute of Management Studies, Pandeshwar, Mangalore. She has handled subjects such as Human Resource Management, Modern Banking, Principles of Management, Business Economics and Indian Business Environment.



Dr. P. S. Aithal is a Vice Chancellor, Srinivas University. He has handled subjects such as Information Technology, Operations Research, Strategic Management, Quantitative Techniques, International Business and E-Business. He has a total experience of 27 years. Dr. P. S. Aithal has published 270 Journal Papers, 12 study books, 175 conference papers and had edited 22 books.

Glass Ceiling- A Silent Barrier for Women in Highly Advanced and Humanistic Society

Sonia Delrose Noronha^{1,2} and Dr. P. S. Aithal²

¹Research Scholar, Dept. of Management, Rayalaseema University, Kurnool -518007, Andhra Pradesh, India.

²Srinivas Institute of Management Studies, Pandeshwar, Mangaluru -575 001, India.

Type of Review: Peer Reviewed.

DOI: <http://dx.doi.org/10.21013/jmss.v5.n3.p9>

How to cite this paper:

Noronha, S., & Aithal, P. (2016). Glass Ceiling- A Silent Barrier for Women in Highly Advanced and Humanistic Society. *IRA-International Journal of Management & Social Sciences* (ISSN 2455-2267), 5(3), 455-466. doi:<http://dx.doi.org/10.21013/jmss.v5.n3.p9>

© Institute of Research Advances



This work is licensed under a [Creative Commons Attribution-Non Commercial 4.0 International License](https://creativecommons.org/licenses/by-nc/4.0/) subject to proper citation to the publication source of the work.

Disclaimer: The scholarly papers as reviewed and published by the Institute of Research Advances (IRA) are the views and opinions of their respective authors and are not the views or opinions of the IRA. The IRA disclaims of any harm or loss caused due to the published content to any party.

ABSTRACT

Indian society in the present scenario is considered to be highly competitive, advanced and techno-friendly enhancing the talents and career growth of both men and women. This educated society has also created awareness for gender equity. Moreover, this advancement has also provided ample opportunities for women to occupy equal positions as men. Since many decades women have made their presence felt in almost all positions in different organizations. Though we find enough number of women occupying many positions it is doubtful about women occupying the executive positions where decision making plays a major role. Along with work life balance and traditions, there is an invisible barrier that acts as a challenge for women influencing their advancement. One can silently observe a glass ceiling creating a barrier for women to optimize their capacities to the fullest. Here arises the need to investigate the presence of the invisible glass ceiling for women and its impact on their career advancement. For the development of a nation, politics plays a vital role. Politicians being the representatives of the people help people solve their problems by making policies and amend the existing laws. Here the participation of women as public servants is equally important. This study hence tries to analyze if there exist any glass ceiling in Indian political scenario and also tries to find the conditions required for women to obtain such positions. The study will be exploratory in nature based on a comparative analysis of the data gathered from various online sources.

Key-words: Glass ceiling, Career advancement, Optimize, gender equity, ventures.

1. Introduction

Glass ceiling includes various barriers that prevent the chances of qualified skilled people progressing higher in an organization. Even though there are many women in management position the number of women in the top level positions are few [1]. This kind of ceiling is not desirable as it not only hinders the individual in making use of their potential to the fullest but also hampers the national growth. Country like India that is in the verge of shining as a super power needs to utilize the expertise of its citizens. India is rich in population and to add on to it, the population is skilled and knowledgeable, but the invisible glass ceiling creates the undesirable barrier. Traditions and preconceived notion or prejudice towards women is the reason that prevents the women from accessing the top positions [2]. This is not a clear concept as the reasons for this barrier varies from situation to situation and from organization to organization. The term ‘Glass ceiling’ gained popularity in the 1980s. It was pioneered in a book, “*The Working Woman Report*”, by Gay Bryant in 1984. It was later used in an article on a wall street journal on barriers to women in high corporate positions [3]. The term glass ceiling refers to an artificial barrier based on attitudinal or organizational bias that prevents qualified women and other minorities from advancing upward into senior management level positions or situations where the advancement of a qualified person within the hierarchy of an organization is stopped at a lower level because of some form of discrimination, most commonly racism or sexism. It is believed to be unofficial, invisible barrier that prevents women and minorities from advancing in business or barrier to career advancement into upper level management positions because of discrimination based on person’s gender, age, race, ethnicity or sexual preference. It is also defined as an unacknowledged discriminatory barrier that prevents women and minorities from rising to positions of power or responsibility. Over the years the proportion of women in the middle and the lower level management position has increased considerable, but the proportion of women in the top management position is lessor. It is seen that women move ahead in the hierarchy level until they encounter a glass ceiling that prevents their possibility of reaching top level management positions [4]. Studies have shown that women are inadequately represented in the executive leadership and governance position. It is said that women confront two types of

concerns in the form of social scenario and the corporate scenario. Though women are considered to have marched purposefully towards the direction of equality towards achieving higher senior position, the basic fact that women do not share equal participation and representation the these roles remain the same. Complex, unseen barriers limit the growth of women who desire to climb into the positions of authority and power [5].

2. Methodology of the Study

This study is descriptive in nature. The researcher has collected the information from the data bases published by government approved agencies and also other secondary information from newspapers, articles, journals etc.

3. Indian Constitution & Equality for Women

The constitution of India in its preamble, Fundamental rights and duties and directive principles has treasured the principle of Gender equity. Indian constitution not only manifests equality for women but also authorizes the state to embrace measures in favour of women. Plans and programmes, certain developmental policies are developed for women empowerment in different areas. International conventions and human right instruments towards achieving equal rights of women have been officially confirmed and organised. Noted important among it is the convention on elimination of all forms of Discrimination against Women (CEDAW) IN 1993)[6].

(a) The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW):

The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), adopted by the UN General Assembly, is considered as an international bill for empowering the rights of women. It has a preamble and 30 articles that strengthens the idea of the discrimination against women and sets up a scheme to curb such discrimination. This convention defines discrimination against women as any form of exclusion, distinction and restriction done with the purpose of weakening and damaging the recognition enjoyed by women, irrespective of their marital status, on the basis of equality of men and women and fundamental freedom in economic, political, civil, cultural or any other area. The highlighting point of this convention is that it provides the base for perceiving the equality between men and women through ensuring and safeguarding the equal access and opportunities of women in public and political life. This also ensures women the right to vote and even the chance to stand for election, participation in education, employment and health. To ensure that the women will enjoy their human rights and fundamental freedom, state parties will take appropriate legislation and temporary measures. This is the only treaty which guarantees the rights of women and hits the influential forces of culture and tradition that shapes gender roles and family relations [6].

Indian constitution along with providing equality to women has also ensured measures thus reducing the unfavourable situation faced by them. This has made the economic, social, education and political sectors more advantageous for the entry of women. Fundamental rights provide equality and protection by law, but more importantly it prohibits discrimination of any citizen on the basis of sex, race, religion or birthplace. It also guarantees equality of opportunity to all the citizens with regards to employment [6]. This can be considered to be the weapon which the country has given to women to find their place in the society.

Table 1: Privileges and initiatives for women under Constitution of India

ARTICLES	PRIVILEGES	
Article 14	Women have the privilege for equality before law	
Article 15 (i)	There is no discrimination against any citizen in the state on the basis of race, religion, caste, sex or birth place.	
Article 15 (3)	Special provision for women and children in the state	
Article 16	Equal opportunity in terms of employment or appointment to any office under the state for all the citizens.	
Article 39(d)	Direction by the state towards achieving equal pay for equal work for both men and women.	
Article 42	Direction by the state regarding the conditions of work and maternity relief which is just and humane.	
Article 46	Promotion of economic and educational interest of the weaker section and also protection from exploitation and social injustice.	
Article 243 D(3)	Not less than 1/3 rd of the total numbers of seats which are to be occupied by direct election are reserved for women.	
Article 243 D (4)	Not less than 1/3 rd of the total number of chairpersons offices in the Panchayat are reserved for women.	
Article 243 T (3)	Not less than 1/3 rd of the total seats in municipality to be filled by direct election are reserved for women.	
INITIATIVES TAKEN BY GOVERNMENT	YEAR	PROVISION
National Commission for Women	1992	Government of India incorporated this statutory body to study and monitor matters relating to the legal safety provisions and constitutional matters towards women and make amendments whenever necessary.
Reservation in Local self-Government	1992	This reservation ensures 1/3 rd of the total seats for women in the elected offices of local bodies of rural and urban areas. This was passed in the 73 rd amendment of constitutional amendment act.
The National Plan of Action for the Girl Child	1991-2000	This plan is towards the girl child, to ensure the survival, development and protection for the better future.
National Policy for the Empowerment of Women	2001	Department of women and child development, Human resource Development has come up with this policy to bring development, empowerment and advancement of women.

Source: Ministry of statistics and programme implementation

The above table 1 shows the privileges enjoyed by women and also the initiatives taken by government as in the constitution of India. Articles above highlight the equal opportunity, equal pay in terms of employment or appointment for all the citizens. It can be clearly seen that there is special provision in the state for women and children apart from conditions of work and maternity requirements. Articles also stress on promotion of economic and education requirements of weaker section. It also provides for protection from social injustice and exploitation. This is a boon for the women in India to climb up in the career ladder. Though women have realized their potential and have entered into all the domains. The question here is the ratio of women in relation to men in spite of the reservation and privileges given by the constitution.

4. Authoritative Key Positions held by women in politics

Political participation here is not just related to the right the vote but also participation of women in decision making process, political awareness and political activism. Participation of women in Election campaigning and voting turnout has increased but women seem to be under represented in political parties and in legislative bodies both at the national level and also the state level [7]. Constitution of India in 1952 promised “to secure to all its citizens justice, social, economic and political and “equality of status and opportunity’ [8]. In spite of the promise proclaimed by the constitution, women in India continue to be under represented in politics [7]. In this paper the researcher has made an attempt to study the authoritative key positions occupied by women at the union executive level, central and the Karnataka state ministries and also the legislative bodies.

(a) Presidents, Vice Presidents and Prime ministers and cabinet secretaries:

Union executive includes President, the Vice President and the Council of Ministers. As per the Article 74(1) the Prime Minister and his Council of Ministers advise and aid the President of India. The Cabinet Secretary is the highest position in the Indian Administrative service (IAS). Cabinet Secretariat is under the direct charge of Prime Minister. This position is responsible for the administration of the Government of India rules, 1961 (Transaction of Business) and the Government of India rules 1961 (Allocation of Business). Cabinet Secretary helps in smooth business transactions in ministries and government departments by maintaining steadiness and perseverance to these rules. Inter departmental coordination, ruling out the differences between ministries if any and also helps in maintaining harmony in the form of instrumentality of the secretaries ad-hoc committees. This also encourages the promotion of the new policies initiatives [9].

Table 2: List of Presidents, Vice Presidents, Prime ministers of India and gender balance since 1950

SL. NO	POSITIONS SINCE 1950	TOTAL	MALE	FEMALE	% OF FEMALE REPRESENTATIVES
01	Presidents*	16	15	01	6.25%
02	Vice Presidents*	12	12	Nil	0%
03	Prime Ministers*	19	17	2 (Smt. Indira Gandhi was elected twice)	10.5%
04	Cabinet Secretaries**	31	31	Nil	0%
TOTAL		78	75	03	3.85%

Source: *www.gkduniya.com/president-prime-minister-india,** Cabinet Secretariat, Government of India

Table 2 depicts the gender wise classification of Presidents, Vice Presidents, Prime Ministers and Cabinet Secretaries ever since the formation of the government. Out of four categories that make the total of 78 positions, only 03 positions have been occupied by women. This makes the total percentage as just 3.85%. Ever since India became Independent, India has seen the service of the Presidents, Vice Presidents and Prime Ministers and the Cabinet Secretaries towards the growth and development of the nation. Out of total 16 Presidents only 1 president was a woman. This makes the percentage to be just 6.25%.Out of total 12 Vice Presidents all vice presidents were male and no women vice presidents have occupied this position.0% is the figure which indicates that women have been underrepresented here. Among the 19 Prime ministers late Indira Gandhi was the only woman elected twice. It is a sad situation to see that only one woman(elected twice)

has occupied this honorable post. The charge of the highest position of cabinet secretariat in India was first taken in 1950. Since then till date 31 people have occupied this position. As per the data published by cabinet secretariat, Government of India the number of women occupying this position is Nil. This data is something that makes one read the figures again. Out of 31 positions all the positions were held by men. Here it can be observed except for Late. Indira Gandhi and Smt. Prathiba Patil, women are yet to occupy this high position.

(b) Cabinet of India:

The cabinet of India comprises of Prime minister and his council of Ministers. The council of ministers main function is to advise and help the President in exercising his power and this is headed by the Prime minister and advised by the Cabinet Secretary. Other ministers are union Cabinet Ministers and Ministers of State (Independent charge), Minister of State and Deputy Ministers. The present council of Ministers was announced on 12.07.2016 [10]. The following table shows the total number of male and female cabinet ministers, ministers of state (Independent charge), ministers of state, chief ministers of all states and the governors of all states and the union territories.

Table 3: Ratio of Cabinet Ministers, minister of state(independent charge), ministers of state, Chief ministers(All states) and Governors (All states and UT)

SL.NO	CATEGORY	TOTAL	MALE	FEMALE	% OF FEMALE REPRESENTATIVES
01	Cabinet ministers*	26	21	05	19.2%
02	Ministers of state (Independent charge)*	13	12	01	7.7%
03	Ministers of state*	36	33	03	8.3%
04	Chief ministers (All states)**	29	25	04	13.8%
05	Governors (All states and UT)	36	32	04	11.1%
TOTAL		140	123	17	12.1%

Source:*Cabinet secretariat, Government of India ** Chief Ministers India.gov.in

Table 3 depicts the gender wise classification of Cabinet Ministers, Minister of State (Independent charge), Ministers of State, Chief Ministers of all states and the Governors of all states and the union territories. Total percentage of women representatives here is just 12.1%. Out of the total 140 positions majority of 123 positions are held by men and only 17 women have got the opportunity of occupying these positions. This means at present we have just 05 women cabinet ministers out of 26. Out of 13 ministers of state (Independent charge) only 01 is a woman. Out of 36 ministers of state only 03 are women and 33 are men. India being a vast nation comprising 29 states having 29 Chief Ministers, only 04 are women. Looking at the figures of Governors of all states and union territories, out of total 36 only four are women. The question that arises here is the reason why the representation of women is so low.

Table 4: Gender wise classification of cabinet Ministers and minister of state (independent charge) and ministers of state in every state

Sl.No	STATE WISE CABINET MINISTERS AND MINISTERS OF STATE	TOTAL	MAL E	FEMAL E	% of Female Representatives
01	Andra Pradesh	19	16	03	15.8%
02	Arunachal Pradesh	11	11	Nil	0%
03	Assam	13	10	03	23.1%
04	Bihar	28	26	02	7.1%
05	Chattisgarh	12	11	01	8.3%
06	Goa	11	10	01	9.1%
07	Gujrath	24	23	01	4.4%
08	Haryana	17	16	01	5.6%
09	Himachal Pradesh	11	10	01	9.1%
10	Jammu and Kashmir	22	20	02	9.1%
11	Jharkand	10	08	02	20%
12	Karnataka	33	32	01	3.0%
13	Kerala	18	16	02	11.1%
14	Madhya Pradesh	20	16	04	20%
15	Maharashtra	37	36	01	2.7%
16	Manipur	11	10	01	9.1%
17	Meghalaya	11	08	03	27.3%
18	Mizoram	11	11	Nil	0%
19	Nagaland	10	10	Nil	0%
20	Odisha	25	22	03	12%
21	Punjab	17	17	Nil	0%
22	Rajasthan	13	12	01	7.7%
23	Sikkim	11	11	Nil	0%
24	Tamil Nadu	28	26	02	7.1%
25	Telangana	17	17	Nil	0%
26	Tripura	11	10	01	9.1%
27	Uttar Pradesh	56	55	01	1.8%
28	Uttarkhand	09	08	01	11.1%
29	West Bengal	41	38	03	7.3%
TOTAL		557	516	41	7.4%

Source:www.newincept.com as on 25.10.2016 @ 11.13am

Table 4 shows the Gender wise classification of Cabinet Ministers and Minister of State (Independent charge) and Ministers of State in every state of India. Here one can see that in Arunachal Pradesh, Mizoram, Nagaland, Punjab, Sikkim and Telangana the percentage of women representatives is Nil. Underrepresentation of women here is a matter of concern. Sates like Meghalaya with 27.3% of women ministers and Assam with 23.1% seems to have better representation from women in politics. Overall in the entire nation of 29 states, out of 557 cabinet ministers, ministers of state and ministers of state(independent charge) there are only 41 women, making it 7.4% which is a clear indication that women are yet to set their footprints in this sector.

(c) Parliament of India:

The Parliament of India is the apex legislative body of India. It includes the two houses i.e. Lok Sabha and Rajya Sabha. The president is the head of this legislative body.

Table 5 : Gender wise classification of Lok Sabha members in every state and Union Territories

SL.NO	STATE WISE LOK SABHA MEMBERS	TOTAL	MALE	FEMALE	% OF FEMALE REPRESENTATIVES
01	Andra Pradesh	25	23	02	8%
02	Arunachal Pradesh	02	02	Nil	0%
03	Assam	13	11	02	15.4%
04	Bihar	40	37	03	7.5%
05	Chattisgarh	11	10	01	9.1%
06	Goa	02	02	Nil	0%
07	Gujrath	26	21	05	19.2%
08	Haryana	10	10	Nil	0%
09	Himachal Pradesh	04	04	Nil	0%
10	Jammu and Kashmir	04	04	Nil	0%
11	Jharkand	14	14	Nil	0%
12	Karnataka	28	27	01	3.6%
13	Kerala	20	19	01	5%
14	Madhya Pradesh	28	23	05	17.9%
15	Maharashtra	48	42	06	12.5%
16	Manipur	02	02	Nil	0%
17	Meghalaya	02	02	Nil	0%
18	Mizoram	01	01	Nil	0%
19	Nagaland	01	01	Nil	0%
20	Odisha	21	18	03	14.3%
21	Punjab	13	12	01	7.7%
22	Rajasthan	25	24	01	4%
23	Sikkim	01	01	Nil	0%
24	Tamil Nadu	39	35	04	10.3%
25	Telangana	17	16	01	5.9%
26	Tripura	02	02	Nil	0%
27	Uttar Pradesh	80	67	13	16.3%
28	Uttarkhand	05	04	01	20%
29	West Bengal	40	28	12	30%
Sl. No	UNION TERRITORY WISE LOK SABHA MEMBERS				
1	Andaman	01	01	Nil	0%
2	Chandigarh	01	Nil	01	100%
3	Daman	01	01	Nil	0%
4	NCT of Delhi	07	06	01	14.3%
5	Dadra & Nagar Haveli	01	01	Nil	0%
6	Lakshadweep	01	01	Nil	0%
7	Puducherry	01	01	Nil	0%
TOTAL		537	473	64	11.98%

Source: Parliament of India- Loksabha

Table 5 shows gender wise classification of Lok Sabha members in every state and Union Territories of India. Out of the total 537 members, only 64 members are women making it 11.98%. Remaining 88.02% are male members. To highlight this situation, states like Arunachal Pradesh, Goa, Haryana, Himachal Pradesh, Jammu & Kashmir, Jharkhand, Manipur, Meghalaya, Mizoram, Nagaland, Sikkim, Tripura and Union territories like Andaman, Daman, Dadra and Nagar Haveli, Lakshadweep and Puducherry have Nil women Lok Sabha Members.

Table 6 : Gender wise classification of Rajya Sabha members in every state and Union Territories

S.NO	STATE WISE RAJYA SABHA MEMBERS	TOTAL	MALE	FEMALE	% OF FEMALE REPRESENTATIVES
01	Nominated	12	08	04	33.3%
02	Andra Pradesh	11	09	02	18.2%
03	Arunachal Pradesh	01	01	Nil	0%
04	Assam	07	06	01	14.3%
05	Bihar	16	14	02	12.5%
06	Chattisgarh	05	04	01	20%
07	Goa	01	01	Nil	0%
08	Gujrath	11	10	01	9.1%
09	Haryana	05	04	01	20%
10	Himachal Pradesh	03	02	01	33.3%
11	Jammu and Kashmir	04	04	Nil	0%
12	Jharkand	06	06	Nil	0%
13	Karnataka	12	11	01	8.3%
14	Kerala	9	9	Nil	0%
15	Madhya Pradesh	11	11	Nil	0%
16	Maharashtra	19	17	02	10.5%
17	Manipur	01	01	Nil	0%
18	Meghalaya	01	Nil	01	100%
19	Mizoram	01	01	Nil	0%
20	Nagaland	01	01	Nil	0%
21	Odisha	10	09	01	10%
22	Punjab	07	06	01	07%
23	Rajasthan	10	10	Nil	0%
24	Sikkim	1	1	Nil	0%
25	Tamil Nadu	18	15	03	16.7%
26	Telangana	07	07	Nil	0%
27	Tripura	01	Nil	01	100%
28	Uttar Pradesh	31	28	03	9.8%
29	Uttarkhand	03	03	Nil	0%
30	West Bengal	16	15	01	6.3%
Sl. No	UNION TERRITORY WISE RAJYA SABHA MEMBERS				
01	NCT of Delhi	03	03	Nil	0%
02	Puducherry	01	01	Nil	0%
TOTAL		245	218	27	11.02%

Source: Rajya Sabha secretariat

Table 6 depicts the Gender wise classification of Rajya Sabha members in every state and Union Territories of India. Total Rajya Sabha members are 245 out of which only 27 are women members. Merely 11.02% of women occupy the seats in Rajya Sabha. Arunachal Pradesh, Goa, Jammu & Kashmir, Jharkhand, Kerala, Madhya Pradesh, Manipur, Mizoram, Nagaland, Rajasthan, Sikkim, Telangana, Uttarakhand and union territories like NCT of Delhi and Puducherry have no women Rajya Sabha members.

(d) Karnataka State Government and Gender Balance:

When one refers to the political participation of women in the state of Karnataka, the government is headed by the governor as the head of the state. He appoints the Chief Minister and the Council of Ministers. Karnataka’s Cabinet Ministry led by Chief Minister of the state comprising of Cabinet ministers, Ministers of State and Deputy Ministers. Details of the Karnataka government since Independence was collected and evaluated to see the number of women chief ministers [11]. The analysis report is as follows:

Table 7 : List of Governors of Karnataka since 1956

SL.NO	CATEGORY	TOTAL	MALE	FEMALE	% OF FEMALE REPRESENTATIVES
01	Governors*	18	17	01	5.6%
02	Chief Minister**	30	30	0	NIL
Total		48	47	01	2.1%

Source: karnataka.com/govt/governor*/list-of-chief-ministers**

Above Table 7 exhibits the positions held as Governors of Karnataka since 1956. It can be seen that out of 18 Governors only 01 was a woman. Out of the total chief ministers not a single woman has served as the chief minister of Karnataka. Women empowerment is spoken in every sphere of life but the data above shows the number of women Chief Ministers the state of Karnataka is Nil.

Table 8 : Cabinet Ministers and Ministers of state of Karnataka

SL. NO	CATEGORY	TOTAL	MALE	FEMALE	% OF FEMALE REPRESENTATIVES
01	Cabinet Ministers	29	28	01	3.5%
22	Minister of State	04	04	Nil	0%
Total		33	32	01	3.03%

Source: karnataka.com/govt

Table 8 depicts the Cabinet ministers and ministers of state of Karnataka. Out of total 33 council of ministers only 01 (3.03%). There is only 01 cabinet minister and there are no women ministers of state. This means the participation of women is inadequate.

5. Conditions required for women to occupy key positions:

The remedy can be mass awareness programmes with regards to positive discrimination for women and gender equity, promotion and increase in the number of women at the village level into public domain, organizing various training programmes for skill up gradation, providing political education to women especially rural women through voluntary and government agencies to create awareness about the role and responsibility of women in the decision making process. It is seen that women are underrepresented in the government bodies like Legislature, executive and judiciary. Self Help groups have a major role in women empowerment at the domestic as well as

the society level. The collective actions taken bring in the traits like strength, leadership and other threat. This will help the women to realize their potential which will bring the wellbeing and development of women. Micro credit can be a solution to reduce rural poverty and speed up the socio-economic development in women. Nairobi Conference and the non-aligned meet of 1985 have identified the issues related to the women's political participation, their problems and also the strategies that favour the empowerment of women. Participation of women in political decision making seems to be a big challenge due to illiteracy, less political knowledge about the working system of the women in government and also lack of political education [12].

6. Conclusion:

India is a developing economy. Becoming a developed nation can become a reality only when all its citizens' potential is utilized fully. If women are suppressed from participation especially in high public leadership then its impact on the nation can be undesirable. In the above study the researcher has observed the participation of women in authoritative key positions which involves decision making is low. One cannot deny that women are not involved at all; but the number is only a handful. Women have shown their expertise in lower positions. The constraints and the factors that prevent women from occupying these high authoritative positions can be a subject of study by itself. Generally one can point out the prevailing traditional and cultural role of women in our society, family responsibilities; stereotype thinking is the reason for women backwardness. Women in 21st century perform multiple roles of managing family as well as work. Work life balance is a challenge faced by working women. Even after 69 years of independence women seem to have been struggling to enter the arena of decision making and political authority. 73rd and 74th amendment act though have provided entry at the grass root level, the representation of women in the parliament and state legislatures seems to be poor. Unless women become aware of their rights and duties and are given powers to prove their efficiency, women will remain underrepresented even after reservation. Building awareness among girls at the early age can boost up the confidence helping them to understand and realize their potentialities.

References

- [1] Adair C. K. (1999). Cracking the glass ceiling: Factors influencing women's attainment of senior executive positions. *USA Dissertation .com*, ISBN: 1-58112-064-8.
- [2] Hymowitz C and Schellhardt, T. D. (1986). The glass ceiling: Why women can't seem to break the invisible barrier that block them from the top jobs. *The wall street journal*, March 2014.
- [3] www.theglasshammer.com/2009/04/09/the-glass-ceiling-who-said-that. The glass ceiling: who said that?. Retrieved on 21.10.2016 @ 4.22 pm.
- [4] Powell, G.N. (1999). Reflections on the glass ceiling in G.N Powell (Ed). *Handbook of gender and work, Thousand oaks, CA: Sage publication*, 325-345.
- [5] Dee- Ann Schwanke (2013). Barriers for women to positions of power: How societal and corporate structures, perceptions of leadership and discrimination restrict women's advancement to authority. *Earth common journal*, 3(2), 1-2.
- [6] www.un.org/womenwatch/daw/cedaw/cedaw.htm. Convention on the elimination of all forms of discriminations against women. Retrieved on 21.10.2016.
- [7] Praveen Rai (2011). Electoral participation of women in India: Key determinants and barriers. *Economic and political weekly*, 16(3), 47-55.

- [8] BauDurga Das (1998). Introduction to the constitution of India. *Prentice- Hall of India*, New Delhi.
- [9] www.mospi.nic.in/Mospi_New/upload/man_and_women/ConstitutionalRights.pdf. Ministry of statistics and programme implementation. Retrieved on 1.10.2016.
- [10] www.cabsec.nic.in/about_cabinet.php. Cabinet Secretariat, Government of India. Retrieved on 21.07.2016.
- [11] www.karnataka.com/govt/cabinet-ministry. Cabinet ministry in Karnataka. Retrieved on 20.10.2016.
- [12] Pradeep M. D. & Deeksha (2016). Multi dimensional approach for empowerment – effective strategies to face problems and challenges of Women in India. *International Journal of Scientific Research and Modern Education (IJSRME)*, 1(1), 744-755.
- [13] www.womenshistory.about.com/od/work/g/glass_ceiling.htm. Glass ceiling for women. Retrieved on July 14 2016 @ 3:13 pm.
- [14] www.cabsec.nic.in/showpdf.php?type=council_cabinet_cabinetministers Cabinet ministers of India. Retrieved on 21.7.2016.
- [15] www.newincept.com/karnataka/council-of-ministers-of-karnataka.html retrieved on 24.10.2016 @ 12.05 pm.
- [16] www.loksabha.nic.in.Parliament of india-LokSabha Retrieved on 28.10.2016 @ 12.46 pm.
- [17] www.rajyasabha.nic.in/rsnew/council_state/council_state.asp. Rajya Sabah secretariat Retrieved on 28.10.2016.

Work Life Balance and Glass Ceiling of Women Employees – A Literature Review

Sonia Delrose Noronha^{1*}, Dr. P. S Aithal²

¹Research Scholar, Department of Management, Srinivas University, Pandeshwar -575001, Karnataka, India

²Srinivas Institute of Management Studies, Pandeshwar, Mangaluru -575 001, India

*Corresponding author: Sonia Delrose Noronha

| Received: 04.05.2019 | Accepted: 13.05.2019 | Published: 24.05.2019

DOI: [10.21276/sjbms.2019.4.5.1](https://doi.org/10.21276/sjbms.2019.4.5.1)

Abstract

Literature Review is an outline of all the information accessible on a particular subject till date. When you choose a research topic, the initial step is towards exploration and become familiar with the past research done on the subject. Literature review can be considered as the backbone on which the research concept stands as it provides the necessary context, reliability and the necessary background to the research idea. Thus Literature review is one of the most critical parts of any research. In today's scenario Work life balance and glass ceiling is a major concern for the women who have opted to come out of their domestic chores and have chosen to work outside. Competition and challenges in the organization demands the time of women which they actually wanted to devote to their families. This imbalance can also create Glass ceiling preventing women from climbing hierarchical ladder. Review of literature on work life balance and glass ceiling of women employees has been carried out keeping in mind the objectives of the study. The researcher has reviewed the previous literature on various aspects related to work life balance (WLB). Review on Glass Ceiling is also focused in this paper. The main purpose of this paper is to find out the gap and the need to conduct this research. The source of the study includes various Journals, reports, Books, Doctoral thesis, Internet sites and Magazines.

Keywords: Work Life balance (WLB), Glass ceiling (GC), Review, Hierarchical, Theories, Coping Strategies.

Copyright @ 2019: This is an open-access article distributed under the terms of the Creative Commons Attribution license which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use (NonCommercial, or CC-BY-NC) provided the original author and source are credited.

INTRODUCTION

Literature review helps the researcher to identify the research gap, the objectives, hypothesis and methodology. Work life balance recently has turned into a significant worry for prosperity and well-being of an employee. Enterprises work to amplify their returns and thus stress on the achievement of targets. In order to fulfill the targets and achieve the objectives, organizations need to concentrate on the proper management. Satisfaction and employee well-being is a key factor that an enterprise depends on. The organization has to realize that human resource is the most important of all the resources and has to focus on it. Recently the idea of work life balance has gained significance. This might be because of increased competition, increased need for productivity and efficiency, need for more specialization, ever changing work complexity and also increased number of women workforce. In this study the researcher has made an attempt to review available literature in the light of research work of Work life balance and Glass ceiling. The main purpose of this paper is to highlight the existing study on work life balance and Glass ceiling. Present paper deals with available study on Demographic variables and work life balance, Family Related Variables and WLB, Work Related Variables

and WLB, Work Family Conflict and WLB, WLB- Job stress, Job Satisfaction and Glass Ceiling.

OBJECTIVES OF THE STUDY

- To study the Research carried out in relation to work life balance and Glass ceiling.
- To Identify the Research Gap and Methodology for further research.

METHODOLOGY

This paper involves information collected from past studies and reviews on Work Life Balance and Glass Ceiling. Data collected is secondary in nature and is derived from published sources such as Journals, websites and Books.

LITERATURE REVIEW

Following Tables show in-depth literature related to Work Life Balance, Demographic variables, Family related variables, Work related variables, Work Family Conflict, Job Stress, Job Satisfaction and Glass Ceiling.

Demographic Variables and Work Life Balance

A number of demographic variables, viz. gender, age, marital status, emotional intelligence, etc.

affecting/ related to work life balance/work family conflict have been studied and presented below.

Table-1: Review on Demographic variables and Work Life Balance

S.No	AUTHOR	CONTRIBUTION
1	Anitha and Muralidharan, (2014)	Studied that demographic factors like age, salary, educational qualification, experience, type of family and spouse working, have an impact on work life balance and work related factors like target oriented work, working hours, extended benefits, means of transportation facility also have influence of level of work life balance of marketing professionals [1].
2	Smith & Gardner, (2007)	Conducted a survey consisted of four sections covering WLB initiatives, organizational variables, outcome variables and demographic information. It has also found that there is lack of awareness about available work life balance initiatives in the department [2].
3	Higgins <i>et al.</i> , (1994)	Examined the impact of gender and life cycle stage on three components of work family conflict (i.e. role overload, interference from work to family and interference from family to work). The results indicated significant differences for gender and life cycle. Women reported experiencing significantly greater role overload than men [3].
4	Loscocoo (1997) and Aryee <i>et al.</i> , (1999)	Found that there was gender asymmetry in the permeability of the boundaries between work and family lives. Family intruded more on work among women and work intruded more on family among men [4].
5	Milkie and Peltola (1999)	Found that women and men report similar levels of success in balancing work and family and kinds of work family tradeoff [5].
6	Carlson and Kacmar (2000)	Found that work centrality made a distinction to the way work-family strife was experienced. It was discovered that when work was exceptionally fundamental to the individual, predecessors from the family space significantly affected family impedance with work and when family was esteemed more, the work area 42 forerunners greatly affected work obstruction with family [6].
7	Hill <i>et al.</i> , (2001)	Revealed that gender orientation was not essentially related to work family adjust demonstrating that people report comparative dimensions of work family balance [7].
8	Wesley and Muthuswamy (2005)	They likewise did not discover any sex contrasts in the experience of work to family or family to work strife and contended 40 that it was on the grounds that the budgetary assets were currently being utilized to pay for the family unit exercises which prior ladies needed to do and additionally, men had additionally begun to share some work at home [8].
9	Hsieh <i>et al.</i> , (2005)	Researched the point of view of Taiwan inn administrators with respect to work-individual life equalization and its relationship to different statistic factors, for example, sexual orientation and conjugal status, and did not locate any noteworthy contrasts among male and female directors, nor there are any huge contrasts among wedded and unmarried male/female chiefs [9].
10	Grzywacz <i>et al.</i> , (2007)	Their goal was to extend the comprehension of how culture adds to the event and outcomes of 39 work to family strife. The investigation assessed forecasts drawn from developing models underscoring the impact of social qualities, for example, community and sexual orientation belief system on work family struggle. It was discovered that outsider Latinos revealed rare work and family strife [10].
11	Rajadhyaksha and Velgach (2009)	Additionally discovered that women experienced fundamentally higher family obstruction with work in contrast with men. Anyway there were no noteworthy contrasts among people in the experience of work obstruction with family [11].
12	Bharat, 2003; Komarraju, 1997; Rajadhyaksha and Bhatnagar, 2000; Sekaran, 1992	All in their study have pointed that Manager's supports, supervisor support both play important role in enabling WLB initiatives. Increasing participation of women in technical, professional, and managerial positions has also been accompanied by a steady growth in dual-earner families [12-15].
13	Baral, R and Bargava, S, (2011)	According to them participation of women in the work force in gender neutral industries is improved by diversity and inclusiveness policy [16].
14	Burke 2002	Has stressed that when work does not permit women to take care of their family, they feel unhappy, disappointed and frustrated. They draw tight boundaries between work and family and they do not like one crossing the other [17].
15	Fisher and Layte 2003	Consider three distinct sets of measures of work-life balance, viz. proportion of free time, the overlap of work and other dimensions of life, and the time spent with other people [18].
16	Wallace and Cousins 2000	Review have highlighted other issues such as age, gender, life-cycle stage, ethnicity, citizenship and childcare arrangements which also merit attention [19].

Family Related Variables and Work Life Balance

Family related variables such as spouse support, spouse work hours, couple's employment

status, number of children, parental responsibilities and home responsibilities have been studied and presented below.

Table-2: Review on Family Related variable and Work Life Balance

S.NO	AUTHOR	CONTRIBUTION
1	Allen. (2001)	Explained how the components of a family supportive work environment can impact employee job behaviors and attitudes [20].
2	Grzywacz <i>et al.</i> , (2007)	Found greater skill variety to be correlated with more work to family conflict [21].
3	Butler <i>et al.</i> , (2005)	Reported that high level of daily control over work was associated with decrease in daily level of work family conflict and increase in daily level of work family facilitation [22].
4	Frye and Breugh (2004)	Studied work family conflict in relation to parental demands [23].
5	Mayo <i>et al.</i> , (2008)	Suggested that high control over tasks can help achieve a good work life balance as it is an affective organizational practice that can provide managers with coping resources [24].
6	Schieman and Galvin (2008)	Also found negative association of job autonomy with work to home conflict [25].
7	Suchet and Barling (1986)	In a study of inter role conflict, spouse support and marital functioning found that support from one's husband may assist employed mothers cope with their own interrole conflict, as husbands' supportive behavior and attitude might help in reducing the opposing role demands on, and unrealistic role expectations of employed mothers [26].
8	Loerch <i>et al.</i> , (1989)	Examined the relationships among family domain variables and three sources of work family conflict for both men and women. Family domain variables examined included time based, strain based and behaviour based antecedents, family intrusions and role involvement. The results indicated that the time based antecedents (number of children, spouse work hours, couple's employment status) were not significantly related to any form of work family conflict for men or women [27].
9	Adams <i>et al.</i> , (1996)	Created and tried a model of the connection among work and family. The outcomes proposed that larger amounts of family passionate and instrumental help were related with lower dimensions of family meddling with work [28].
10	Frone <i>et al.</i> , (1997)	Reported that family related support (spouse & other family members) may reduce family to work conflict by reducing family distress and parental overload [29].
11	Macky and Boxall (2008)	Reported that power to make decision and act autonomously was negatively correlated to work life imbalance. Studies show that work-family conflict and family-work conflict have a negative and significant correlation with psychological well-being [30].
12	Raiden and Raisanen (2013)	According to them women and men equally experience work-home interference because of more common contribution to the financial well-being and the care at home [31].
13	Clark (2000)	Described work-life balance as satisfaction and good functioning at work and home, with minimum role conflict. In other words, it is expected that when conflict decreases, balance increases [32].
14	Haar, 2013; Mesmer-Magnus and Viswesvaran, 2005	Negative correlations were found between work-family conflict and life satisfaction and between family-work conflict and life satisfaction. These findings were consistent with research results in the literature [33, 34].
15	Greenhaus <i>et al.</i> , (2002); Haar <i>et al.</i> , (2014).	Empirical evidence shows that both types of conflict can have a negative effect on work and family life, and that this in turn influences physical health and psychological well-being [35, 36].

Work Related Variables and Work Life Balance

Relationship between work related variables, viz. task variety, task autonomy, task complexity, role

conflict, work schedule flexibility, number of hours worked and work life balance/work family conflict have been studied and presented below:

Table-3: Review on Work Related Variable and Work Life Balance

S. No	AUTHOR	Contribution
1	Greenhaus <i>et al.</i> , (1989)	Examined different types of work domain pressures as sources of work family conflict among two career couples. The results showed that work role stressors (role conflict and role ambiguity) accounted for a significant portion of the variance in time based and strain based conflict for both men and women. The task characteristics (autonomy and complexity) were found to be associated with work family conflict and were somewhat stronger for women than for men [37].
2	White <i>et al.</i> ,	Analyzed the effect of selected high performance practices (appraisal systems, group-working practices and

	(2003)	performance related pay) and working hours on work-life balance. The results showed that negative job-to-home spillover increased with additional hours worked and to a similar degree for both men and women [38].
3	Voydanoff (2004)	Developed a model the outcomes demonstrated that time based requests (work hours and additional work without notice) and strain based requests (work uncertainty and time weight) are decidedly connected with work to family strife [39].
4	Frye and Breough (2004)	Family amicable strategies and answering to a strong administrator were found to have negative relationship with work-family struggle while hours worked was emphatically related .concerning family-work strife, answering to a steady boss was prescient of such clash and was adversely identified with such clash [23].
5	Macky and Boxall (2008)	Announced that representatives working longer hours are marginally bound to report a more noteworthy awkwardness in the work life relationship.Five high association factors (for example capacity to settle on choice and act self-sufficiently, data arrangement, rewards, information of the activity and group working) were observed to be contrarily corresponded to work life irregularity [40].
6	Mayo <i>et al.</i> , (2008)	Inspected the impacts of calendar control and occupation self-rule on two types of work home job obscuring: accepting business related contact outside of ordinary work hours and bringing work home. It was discovered that plan control and occupation self-rule were related all the more decidedly with work home job obscuring in the structure getting business related contact, and these examples were a lot more grounded for men [41].
7	Steiber (2009)	Discovered that time sensitive work requests were firmly connected with the experience of work-family strife both among ladies 51 and men. Long working hours, working non-day plans or at ends of the week and staying at work past 40 hours at short notice ('unusual work hours') demonstrated a disturbing impact on strife, with long and unsocial hours being more emphatically identified with time based clash than to strain based clash [42].
8	Drew and Murtagh (2005)	Analyzed the experience and mentality of female and male ranking directors towards work life balance. The investigation was embraced in a noteworthy Irish association, for which work life balance was a vital corporate target. The finding of the investigation was that most prominent snag to accomplishing work life balance was simply the "extended periods of time" culture, in which profiting oneself of adaptable alternatives (for example strategic scheduling/telecommuting) is incongruent with holding a senior administration post [43].
9	Butler <i>et al.</i> , (2005)	Studied 91 guardians utilized in non-proficient occupations for 14 days about their activity attributes and work family strife. Results demonstrated that there was critical day by day variety in work to family struggle (WFC) and work to family assistance (WFF) that was unsurprising from day by day work qualities. More prominent every day requests were related with increment in day by day dimensions of WFC and higher 47 dimensions of day by day control at work were related with abatement in day by day dimensions of WFC [22].
10	Schieman and Glavin (2008)	Inspected the impacts of calendar control and occupation self-rule on two types of work home job obscuring: accepting business related contact outside of ordinary work hours and bringing work home. It was discovered that plan control and occupation self-rule were related all the more decidedly with work home job obscuring in the structure getting business related contact, and these examples were a lot more grounded for men [25].
11	Todd (2004)	Has found that unsupportive managers, heavy workloads and corporate cultures that promote long hours of work are all contributors to the prevalence of work-life conflict [44].
12	Sonia Delrose Noronha <i>et al.</i> , (2017)	Have studied about the legal and policy framework for achieving work life balance in organizations and have stated the advantages from the work life balance practices to the organizations, employees and families [78].

Work Family Conflict and Work Life Balance

The following literatures are reviewed in the blight of Work Family Conflict and Work Life Balance.

Table-4: Review on Work Family Conflict and work life balance

S. No	AUTHOR	CONTRIBUTION
1	Kinnunen and Mauno (2007)	Gathered information from an example of 501 representatives working in four associations, i.e., city and social medicinal services, producing for fares, a bank and a general store. The outcomes demonstrated that obstruction from work to family was more pervasive than impedance from family to work among both genders. Notwithstanding, there were no sexual orientation contrasts in encountering either work to family or family to work struggle [45].
2	Baral (2010)	In an investigation of 485, 37 representatives working in differed associations in India found that working people in India experience more work family improvement than the work family struggle. It was additionally discovered that there were no sexual orientation contrasts in the representative view of work family enhancement [46].
3	Wesley and Muthuswamy (2005)	In an investigation of 230 educators in a building school in Coimbatore, India, found that work to family strife was more pervasive than family to work struggle, accordingly demonstrating that penetrability of work into family was more than porousness of family into work [8].
4	Frye and Breough (2004)	They tried a model of precursors (utilization of family amicable strategies, chiefs support, number of hours worked, having tyke care duty) and outcomes (occupation and family fulfillment) of work-family struggle and family work strife. It was discovered that the quantity

		of work hours, the utilization of family-accommodating strategies and answering to a steady chief were prescient of work-family struggle [23].
5	Gutek <i>et al.</i> , (1991)	Directed an examination utilizing two separate examples of utilized individuals with families, an efficiently chosen test of analysts and a volunteer example of supervisors. The results showed that the two kinds of saw work family strife (work impedance with family and family obstruction with work) were unmistakably distinct and generally autonomous of one another. The general population saw less family obstruction with work than work impedance with family [47].
6	Frone <i>et al.</i> , (1997)	Examined the integrative model of work family interface using a sample of 372 employed adults who were married and/or parents, the findings supported the indirect reciprocal relation between work to family and family to work conflict. Family to work conflict was found to have indirect influence on work to family conflict [48].
7	Williams and Alliger (1994)	Found that work interfered with family more than family interfered with work in a study of 41 full time working parents [49].
8	Eagle <i>et al.</i> , (1997)	Found that work and family boundaries were asymmetrically permeable with work to family conflict being significantly more prevalent than family to work conflict [50].
9	Grzywacz and Marks (2000)	Built up an extended conceptualization of the work family interface and distinguished noteworthy corresponds of various components of work family overflow. The investigation utilized the information from utilized grown-ups taking an interest in the National Survey of Midlife Development in the United States (N = 1,986). The discoveries demonstrated that work and family factors that encouraged advancement (choice scope, family support) were related with more positive and increasingly positive overflow among work and family [21].
10	Pleck <i>et al.</i> , (1980)	In a review investigation of laborers found that considerable minority of specialists living in families experienced clash among work and family life. Guardians detailed more clash than different couples. Explicit working conditions, for example, exorbitant hours at work, planning and physically or mentally requesting were related with encountering work family strife, which thus was identified with lessened employment fulfillment and happiness with life when all is said in done [51].
11	Kim and Ling (2001)	Considered the sources and kinds of work family strife among 102 wedded Singapore ladies business people. The predecessors examined included work hours, work plan rigidity, work stressors, number and time of kids and family support. The results examined included employment fulfillment, life fulfillment and conjugal fulfillment. Results showed that number of hours worked, work stressors (job struggle and stresses over money related strength of business) and work routine firmness were emphatically identified with work-family strife [52].
12	Luk and Shaffer (2005)	Created and tried an extended model of the work family interface that considered both inside and crosswise over space effects on struggle exuding from the work and family areas. The aftereffects of the investigation on 248 couples with youngsters demonstrated that work space stressors, i.e., time responsibility to work and work job desires were huge positive indicators of work obstruction with family (WIF) [53].
13	Kinnunen and Mauno (2007)	Analyzed the commonness, forerunners and results of work family struggle. Family area factors (nearness of kids and business status of companion) basically disclosed the family to work strife and clarified 9% of change for men and 22% for ladies. Work space factors (all day work, poor administration relations and low dimensions of professional stability) were observed to be the best indicators of work to family strife, yet just for ladies. Family to work struggle was found to have negative results on family prosperity, and work to family strife on the prosperity at home just as at work [54].
14	Keene and Quadagno (2004)	Inspected two issues, the connections of work qualities, family attributes, and work family overflow to view of work family parity and models of gender orientation distinction' versus 'sex similitude' utilizing 1996 General Social Survey (GSS), and 1992 National Study of the Changing Work Force (NSCW). The GSS examination showed that work requests, for example, the quantity of 59 hours worked every week and work overflow into family life were the most remarkable indicators of sentiments of lopsidedness for ladies and men, loaning backing to sex closeness demonstrate [55].
15	Grzywacz <i>et al.</i> , (2007)	Found that both the level and the antecedents of work to family conflict differed by gender. Greater physical workload as well as more frequent awkward postures and repetitive movements were correlated with greater work to family conflict among women. For men, greater skill variety and greater psychological demands were correlated with more work to family conflict [10].

Work Life Balance, Job Stress and Job Satisfaction

The following literatures are reviewed in the context of Work Life Balance and Job stress and Job Satisfaction.

Table-5: Review on Work life balance and Job stress and Job satisfaction

S. No	AUTHOR	CONTRIBUTION
1	Kumar (2011)	Their investigation featured the issues associated with work life parity of ladies in an instructive organization and the elements that decide work life balance. The board of instructive foundations should be aware of this status of working ladies and occasionally audit the status. They can make strong condition to assist these ladies with achieving work life balance. Besides, ecological coordinating calls for orchestrating the physical workplace with individual worker's needs and goals to give them better nature of work life [56].
2	Rajendran & Theiler (2012).	Due to the well-documented relationship between stress and health, the influence of job stress on wellbeing was also investigated wherein perceived job stress (threat and pressure-type stressors) was found associated with poorer work-life balance, and increased conflict between academics' work and personal lives. Perceived job threat-type stress made a stronger contribution and was a significant predictor of work-life balance and work-life conflict scores, than perceived job pressure-type stress. Perceived job threat-type stress among academics was also a significant predictor and associated with poorer wellbeing and increased ill-being, but perceived job pressure-type stress was not related to academics' wellbeing or ill-being [57].
3	Miryala & Nagapriya (2012)	Featured the need of receiving work life balance arrangements for instructors educating at various dimensions. In light of the diverse components particularly with reference to government and private establishment instructors, the examination proposed an appropriate approach for work life balance. Since Quality of work life has direct relates with expense caused on representatives whether by inflow or outpouring. With learning leave an organization, the ramifications for the organization go a long ways past the generous expenses of enrolling and coordinating substitutions and there is a noteworthy monetary effect when an association loses any of its basic workers, particularly given the information that is lost with the representatives' flight [58].
4	Zedeck (1992)	Hypothesized that high levels of perceived job pressure stress and job threat stress would predict increased levels of work-life conflict, and decreased levels of work-life balance [59].
5	Fisher (2000)	Studied several hypothesized relationships between standard measures of job satisfaction and real time effect while working. She found that there are significant correlations between affect measure and job satisfaction. Additionally, she suggests that the organisation should try to improve the emotions and moods of their employees at work which may pay off in better job attitudes [60].
6	Punia & Khosla (2009)	Found that in the education sector collaboration strategy is used in majority dimensions of organisational role stress which signifies that in this sector people wish to remain conflict and stress free as it is directly linked with the teacher performance in and outside the classroom which are part and parcel of their organisational environment [61].
7	Fatima & Sahibzada (2012)	Explored the determinants of work and life imbalance with respect to male and female university teachers and viewed that partner support, colleague support and job resources are positively associated with the work life balance whereas unfair criticism at job is negatively associated with work life balance The variables, partner support, childcare responsibilities, elder dependency, and colleagues support have different effect when analyzed by male and female university teachers as independent variables[62] .
8	Nadeem & Abbas (2009)	Conducted a study in Pakistan to analyze the relationship between work life and job satisfaction. Data is collected from 157 employees of public and private sector through questionnaire. Data is analyzed through Correlation, Regression and Descriptive analysis. The research results indicate that work overload does not influence job satisfaction and there is a positive relationship exists between Job autonomy and job satisfaction [63].
9	Fatima & Rehman (2012)	Conducted research to examine role ambiguity and role conflict effect on employee's job satisfaction as well as leaving intention. Data is gathered from 120 teachers from Rawalpindi and Islamabad universities in Pakistan. SPSS and Regression Analysis are used to analyze the data. The results indicate that job role conflict and role ambiguity are negatively related to job satisfaction and positively related to job leaving intentions [64].
10	Gayathiri & Ramakrishnan (2013)	Conducted study to investigate the concept of quality of work life and to analyze nature of relationship it have with job satisfaction. The result indicates that the concept of work life quality is multidimensional and it influence employee's use of skills, knowledge, relationship with other and professional interaction and collaboration. Positive relationship exists between job satisfaction and quality of work [65].
11	Yadav & Dabhade (2013)	Conducted research to analyze the relationship that exists between work life balance and job satisfaction of the working women. Sample is collected from education sector and banking sector. Data is collected from 150 women employees 75 women from each sector. Authenticity of data is analyzed through application of standard deviation. The results indicate that work life balance and job satisfaction share significant relationship [66].

12	Goyal K & Agrawal A (2015)	Have tried to discover the issues related with overseeing proficient and individual existence of workers in banking industry. The major goal of the study was to distinguish explicit issues and difficulties in work life balance in banking industry and to propose measures to improve work life balance [80].
----	----------------------------	---

Glass Ceiling

The glass ceiling issues have been widely studied by researchers around the world. Most studies of glass ceiling have been discussed below.

Table-6: Review on Glass Ceiling

S. No	AUTHOR	CONTRIBUTION
1	Rivers, Caryl and Rosalind C. Barnett (2013)	Have also argued that gender discrimination has evolved into subtle manifestations. According to them "It has simply gone underground, where it is more subtle, harder to spot, and often more dangerous than the old in-your-face bias" [67].
2	Sandberg Sheryl (2013)	Also exhorts women managers to ask for their rights. According to her women tend to react emotionally to situations where cool practical reasoning is required. She advises women not to feel shy to ask – whether for pay raises or challenging assignments. Indeed her advice to women is to 'lean into' their careers. Sandberg herself chief operating officer of the social networking site Facebook has become a role icon for those wishing to succeed in the industry. Women increasingly are said to be trying to emulate her. The tremendous impact that she has made is often referred to as the 'Sandberg Effect' [68].
3	Shambaugh, Rebecca (2008)	Calls attention to that however measurably 33% of Fortune 500 managers are women yet women speak to scarcely five percent of the top workers among officials. As indicated by Rebecca Shambaugh, the explanation behind this 37 inconsistency is simply the low regard of ladies themselves. For Shambaugh the genuine obstruction to ladies' headway isn't a glass ceiling rather it is that ladies force profession hinders upon themselves that keep them from climbing [69].
4	Reskin and Padavic (1994)	Have suggested that glass ceiling applies to women of all classes, as well as in the case of minorities of both sexes (1994: 82). If the barriers on the advancement of women are uniform throughout a career then that is gender discrimination and not specifically glass ceiling discrimination [70].
5	Wright and Baxter (2000)	Have looked at differential rate of promotions on the job as the determining feature of a glass ceiling. In a response to critics Erik Olin Wright of the University of Wisconsin-Madison and Janeen Baxter of the University of Queensland, strongly defend their choice of inequality in promotion chance as the defining attribute of the glass ceiling. According to them women in management regularly face obstacles to promotions and some of these obstacles are in the form of direct discrimination while others are built into the institutional structure and social environment. Further, women face disadvantage with regard to choice of job, salary, and prestige [71].
6	Ferree and Purkayastha (2000) and Wright and Baxter (2000)	Trust that the term assigns a specific example of progressively dispersed disservice. It is a direct result of this that proper criteria should be built up for distinguishing it. They have contended that the discriminatory limitation ought to be recognized through escalated segregation at the larger amounts of administrative chains of importance as opposed to just the aggregate impact of persistent separation in advancement crosswise over different dimensions of administrative progressions [72].
7	Baxter Janeen (2000)	From the University of Tasmania and Erik Olin Wright of the University of Wisconsin-Madison, has examined the glass ceiling metaphor, both in its literal narrow sense, as well as in a more general sense pertaining to a series of blockades to a woman's career growth because she is a woman, to see if it is globally rampant and applicable. As indicated by the creators "general-case" biased based impediment theory expresses that it is more diligently for ladies than men to be get advancements to achieve upward dimensions of power chains of command inside work environments and that the troubles in profession that ladies face with respect to men additionally increment as they climb the stepping stool. At the end of the day segregation in advancements dependent on sexual orientation turns out to be increasingly extraordinary at larger amounts of the activity progression [73].
8	Lerner Helene (2006)	Cases to be a "simple guide" for ladies to push forward in their professions. This book offers a guide for going out on a limb to accomplish profession objectives. She has laid out six 'activity steps' which uncover how through going for broke convenient choices and determined dangers a lady can make a "sure jump" to progress. The book describes examples of overcoming adversity of fruitful ladies daring individuals. As indicated by

		Lerner, ladies need to figure out how to actualise their actual potential and improve their confidence through cognizant exertion on their part [74].
9	Stone Pamela (2008)	Investigates the wonder of ladies relinquishing their professions when they are doing admirably in their vocations. As per Stone the genuine motivation behind why ladies frequently 'pick' to exit their professions is on the grounds that in reality they are left with no other decision. It is their endeavor to determine the situation of their numerous requesting duties. She additionally holds the "privatized" family units in charge of this emergency. Examining the circumstances of fruitful ladies who quit their professions, Stone sees that quitting is the aftereffect of push and draw factors – being pushed by the work showcase and pulled by the family – the lady is left with no decision however to pick 42 out. Stone inclinations the requirement for elective definitions for profession to take into its overlay the various jobs that a lady needs to execute. Johnson (2008) gives functional proposals for how ladies could get through the unattainable rank. Johnson calls attention to that just seven of the Fortune 500 organizations have a lady as CEO or President, and about 20 percent of them don't have any ladies whatsoever in upper administration. Johnson's recommendation is intended for ladies who are not making progress in their vocations or are simply starting their professions. As per her, ladies ought to figure out how to stand up for themselves and be open to change. The book has parts with snappy titles, for example, "The Alphas and the Betas: Personality Types," "A Feminist Says What?" and so forth which outline ventures for ladies to prevail in their vocations [75].
10	Mullany ,Louise (2011)	Says that disregarding the advances made by ladies in different callings that were beforehand the male area, they are yet unfit to break discriminatory constraint like hindrances in the advancement of their profession. Mullany takes a gander at the transaction among language and sexual orientation in the working environment. She looks at how people use language distinctively to arrange work environment substances [76].
11	Austin , Linda (2001)	Argues that the reason so few women are to be found in top managerial or professional positions is what she calls the "self-imposed" "psychological glass ceiling" that influences the decisions of women including those pertaining to their careers. Austin then goes on to enumerate eight "life-defining choices" that according to her determine the "ultimate level" of accomplishment of a woman in the organisation. According to the author the reason most women are under achievers in the workplace is due to restraints that women place upon themselves in order to conform to the wider social expectations of them. This according to the author is a psychological glass ceiling, which influences every decision women make in their lives [77].
12	Noronha, S., & Aithal, P.S (2016)	In their study have attempted to examine if there exist any discrimination in Indian political situation and furthermore tried to discover the conditions required for ladies to get such positions [79].

CONCLUSION

The study conclusively shows that work-life balance is skewed towards work and less in personal aspects of employees. Employees thus are compromising on their personal time for completion of work related tasks which disturbs the work-life balance. Research studies suggest that work-life balance may vary at different stages in life cycle of an individual's career life. Hence organisations are expected to have flexible and open minded approach for ensuring the right balance. In my further study, it is hoped that developing a new work-life balance scale, examining the relationships of this concept to conflict and life satisfaction variables, and comparing glass ceiling problems with men and women will contribute to the work-life balance literature and will pioneer other studies to be carried out in this field in Indian context. The existing body of literature shows that the techniques such as correlation coefficient, Regression Analysis, Descriptive statistics, Factor analysis, Anova, chi-square test are majorly used to examine relationship

between demographic, Variables, family related variables, work related variables, work family conflict, Job stress, Job satisfaction and Glass ceiling.

REFERENCES

1. Anitha, R., & Muralidharan, D. (2014). A Study on the influence of Demographic and work related aspects on the work life balance of marketing Professional. *Global Journal for Research Analysis*, 3(11), 100-102.
2. Smith, J., & Gardner, D. (2007). Factors Affecting Employee Use of Work-Life Balance Initiatives. *New Zealand Journal of Psychology*, 36(1), 3-12
3. Higgins, C., Duxbury, L., & Lee, C. (1994). Impact of life-cycle stage and gender on the ability to balance work and family responsibilities. *Family relations*, 144-150.
4. Loscocco, K. A. (1997). Work-family linkages among self-employed women and men. *Journal of Vocational behavior*, 50(2), 204-226.

5. Milkie, M. A., & Peltola, P. (1999). Playing all the roles: Gender and the work-family balancing act. *Journal of Marriage and the Family*, 476-490.
6. Carlson, D. S., & Kacmar, K. M. (2000). Work-family conflict in the organization: Do life role values make a difference?. *Journal of Management*, 26(5), 1031-1054.
7. Hill, E. J., Hawkins, A. J., Ferris, M., & Weitzman, M. (2001). Finding an extra day a week: The positive influence of perceived job flexibility on work and family life balance. *Family relations*, 50(1), 49-58.
8. Wesley, J. R., & Muthuswamy, P. R. (2005). Work-family conflict in India-An empirical study. *SCMS Journal of Indian Management*, 2(4), 95-102.
9. Hsieh, Y., Pearson, T., Chang, H., & Uen, J. (2005). Spillover between work and personal life balance for lodging managers. *Journal of Human Resources in Hospitality and Tourism*, 3(2), 61-83
10. Grzywacz, J. G., Arcury, C. A., Marin, A., Carrillo, L., Burke, B., Coates, M. L., & Quandt, S. A. (2007). Work family conflict: experiences and health implications among immigrant Latinos. *Journal of Applied Psychology*, 92(4), 1119-1130
11. Rajadhyaksha, U., & Velgach, S. (2009). Gender, gender role ideology and work-family conflict in India. *Academy of Management*, Chicago, IL, USA. Retrieved October 7, 2010, from http://www.workfamilyconflict.ca/cms/documents/38/GRI_paper-AOM2009.pdf.
12. Bharat, S. (2003). Women, work, and family in urban India: Towards new families. *Psychology in human and social development: Lessons from diverse cultures*, 155(169).
13. Komarraju, M. (1997). The work-family interface in India, in S. Parasuraman and J. H. Greenhaus Eds., *Integrating Work and Family, Challenges for a Changing World*, 104-114. Westport, CT, Quorum Books.
14. Rajadhyaksha, U., & Bhatnagar, D. (2000). Life role salience: A study of dual-career couples in the Indian context. *Human Relations*, 53(4), 489-511.
15. Sekaran, U. (1992). Middle-class dual-earner families and their support systems in urban India.
16. Baral, R., & Bhargava, S. (2011). HR interventions for work-life balance: evidences from organisations in India. *International Journal of Business, Management and Social Sciences*, 2(1), 33-42.
17. Burke, R. J. (2002). Organizational values, job experiences and satisfactions among managerial and professional women and men: advantage men?. *Women in Management Review*, 17(5), 228-236.
18. Fisher, K., & Layte, R. (2002). *Measuring work-life balance and degrees of sociability: a focus on the value of time use data in the assessment of quality of life*. Institute for Social and Economic Research, University of Essex.
19. Wallace, C., & Cousins, C. (2004) Households, work and flexibility (hwf). Http://www.hwf.at/downloads/open_area/publications/forum_publications_04.pdf.
20. Allen, T. D. (2001). Family-supportive work environments: The role of organizational perceptions. *Journal of vocational behavior*, 58(3), 414-435.
21. Grzywacz, J. G., & Marks, N. F. (2000). Reconceptualizing the work-family interface: an ecological perspective on the correlates of positive and negative spillover between work and family. *Journal of Occupational Health Psychology*, 5(1), 111-126.
22. B Butler, A., G Grzywacz, J., L Bass, B., & D Linney, K. (2005). Extending the demands- control model: A daily diary study of job characteristics, work- family conflict and work- family facilitation. *Journal of occupational and organizational psychology*, 78(2), 155-169.
23. Frye, N. K., & Breugh, J. A. (2004). Family-friendly policies, supervisor support, work-family conflict, family-work conflict, and satisfaction: A test of a conceptual model. *Journal of Business and Psychology*, 19(2), 197-220.
24. Mayo, M., Pastor, J. C., & Sanz, A. I. (2008). Enabling Managers to Achieve Work-Family Balance: a Demands-Control Model of Housework Behavior and family Satisfaction.
25. Schieman, S., & Glavin, P. (2008). Trouble at the border?: Gender, flexibility at work, and the work-home interface. *Social Problems*, 55(4), 590-611.
26. Suchet, M., & Barling, J. (1986). Employed mothers: Interrole conflict, spouse support and marital functioning. *Journal of Organizational Behavior*, 7(3), 167-178.
27. Loerch, K. J., Russell, J. E., & Rush, M. C. (1989). The relationships among family domain variables and work-family conflict for men and women. *Journal of Vocational Behavior*, 35(3), 288-308.
28. Adams, G. A., King, L. A., & King, D. W. (1996). Relationships of job and family involvement, family social support, and work-family conflict with job and life satisfaction. *Journal of applied psychology*, 81(4), 411-420.
29. Frone, M. R., Yardley, J. K., & Markel, K. S. (1997). Developing and testing an integrative model of the work-family interface. *Journal of vocational behavior*, 50(2), 145-167.
30. Macky, K., & Boxall, P. (2008). High-involvement work processes, work intensification and employee well-being: A study of New Zealand worker experiences. *Asia Pacific Journal of Human Resources*, 46(1), 38-55.
31. Raiden, A. B., & Räisänen, C. (2013). Striving to achieve it all: men and work-family-life balance in Sweden and the UK. *Construction Management and Economics*, 31(8), 899-913.

32. Clark, S. C. (2000). Work/family border theory: A new theory of work/family balance. *Human relations*, 53(6), 747-770.
33. Haar, J. M. (2013). Testing a new measure of work-life balance: A study of parent and non-parent employees from New Zealand. *The International Journal of Human Resource Management*, 24(17), 3305-3324.
34. Mesmer-Magnus, J. R., & Viswesvaran, C. (2005). Convergence between measures of work-to-family and family-to-work conflict: A meta-analytic examination. *Journal of vocational behavior*, 67(2), 215-232.
35. Greenhaus, J. H. (2002). Work-family conflict. *Journal of the Academy of Management Review*, 45, 1-9.
36. Haar, J. M., Russo, M., Suñe, A., & Ollier-Malaterre, A. (2014). Outcomes of work-life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures. *Journal of Vocational Behavior*, 85(3), 361-373.
37. Greenhaus, J. H., Parasuraman, S., Granrose, C. S., Rabinowitz, S., & Beutell, N. J. (1989). Sources of work-family conflict among two-career couples. *Journal of Vocational Behavior*, 34(2), 133-153.
38. White, M., Hill, S., McGovern, P., Mills, C., & Smeaton, D. (2003). 'High-performance' management practices, working hours and work-life balance. *British journal of industrial Relations*, 41(2), 175-195.
39. Voydanoff, P. (2004). The effects of work demands and resources on work- to- family conflict and facilitation. *Journal of Marriage and family*, 66(2), 398-412.
40. Macky, K., & Boxall, P. (2008). High-involvement work processes, work intensification and employee well-being: A study of New Zealand worker experiences. *Asia Pacific Journal of Human Resources*, 46(1), 38-55.
41. Mayo, M., Pastor, J. C., & Sanz, A. I. (2008). Enabling Managers to Achieve Work-Family Balance: a Demands-Control Model of Housework Behavior and family Satisfaction.
42. Steiber, N. (2009). Reported levels of time-based and strain-based conflict between work and family roles in Europe: A multilevel approach. *Social Indicators Research*, 93(3), 469-488.
43. Drew, E., & Murtagh, E. M. (2005). Work/life balance: senior management champions or laggards?. *Women in Management Review*, 20(4), 262-278.
44. Todd, S. (2004). *Improving Work-life Balance: What are Other Countries Doing?* (pp. 5-6). Labour Program, Human Resources and Skills Development Canada.
45. Kinnunen, U., & Mauno, S. (2007). Antecedents and outcomes of work family conflict among employed women and men in Finland. *Human Relations*, 51(2), 157-177.
46. Baral, R. (2010). Work-family enrichment: Benefits of combining work and family. Retrieved October 7, 2010, from <http://www.paycheck.in/main/work-andpay/women-paycheck/articles/work-family-enrichment-benefits-of-combiningwork-and-family>.
47. Gutek, B. A., Searle, S., & Klepa, L. (1991). Rational versus gender role explanations for work family conflict. *Journal of Applied Psychology*, 76(4), 560-568.
48. Frone, M. R., Russell, M., & Cooper, M. L. (1992). Antecedents and outcomes of work-family conflict: testing a model of the work-family interface. *Journal of applied psychology*, 77(1), 65-78.
49. Williams, K. J., & Alliger, G. M. (1994). Role stressors, mood spillover, and perceptions of work family conflict in employed parents. *Academy of Management Journal*, 37(4), 837-868.
50. Eagle, B. W., Miles, E. W., & Icenogle, M. L. (1997). Interrole conflicts and the permeability of work and family domains: Are there gender differences?. *Journal of Vocational Behavior*, 50(2), 168-184.
51. Pleck, J. H., Staines, G. L., & Lang, L. (1980). Conflicts between work and family life. *Monthly Lab. Rev.*, 103, 29-32.
52. Lee Siew Kim, J., & Seow Ling, C. (2001). Work-family conflict of women entrepreneurs in Singapore. *Women in management review*, 16(5), 204-221.
53. Luk, D. M., & Shaffer M. A. (2005). Work and family domain stressors and support: within- and cross-domain influences on work-family conflict. *Journal of Occupational and Organizational Psychology*, 78(4), 489-508.
54. Kinnunen, U., & Mauno, S. (1998). Antecedents and outcomes of work-family conflict among employed women and men in Finland. *Human Relations*, 51(2), 157-177.
55. Keene, J. R., & Quadagno, J. (2004). Predictors of perceived work-family balance: Gender difference or gender similarity? *Sociological Perspectives*, 47(1), 1-23.
56. Lakshmi, K. S., & Kumar, N. S. (2011). Work Life Balance of Women Employee-with reference to Teaching Faculty, E-Proceedings for 2011 International Research Conference and Colloquium, on Contemporary Research Issues and Challenges in Emerging Economies held on October 10-11, 2011 at University of Tun Abdul Razak, Malaysia.
57. Bell, A. S., Rajendran, D., & Theiler, S. (2012). Job Stress, Wellbeing, Work-Life Balance and Work-Life Conflict among Australian Academics. *E-Journal of Applied Psychology*, 8(1), 25-37.

58. Miryala, R., & Chiluka, N. (2012). Work-life balance amongst teachers. *The IUP Journal of Organizational Behavior*, 11(1), 37-50.
59. Zedeck, S. (1992). Introduction: Exploring the domain of work and family concerns.
60. Fisher, C. D. (2000). Mood and emotions while working: missing pieces of job satisfaction?. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 21(2), 185-202.
61. Punia, B. K., & Khosla, M. (2009). Relational Analysis of Organisational Role Stress and Conflict Management Strategies in Indian Service Sector, IMS Manthan: *The Journal of Innovations*, 4(2), 87-96.
62. Fatima, G., & Rehman, W. U. (2012). Impact of Role (Ambiguity and Conflict) on Teaching Assistants' Satisfaction and Intention to Leave: Pakistani HEIs. *International Journal of Business and Management*, 7(16).
63. Nadeem, M. S., & Abbas, D. Q. (2009). The Impact of Work Life Conflict on Job Satisfactions of Employees in Pakistan. *International Journal of Business and Management*, 4(5), 63-83.
64. Fatima, N., & Sahibzada, S. A. (2012). An empirical analysis of factors affecting work life balance among university teachers: the case of Pakistan. *Journal of International Academic Research*, 12(1), 16-29.
65. Gayathiri, R., Ramakrishnan, L., Babatunde, S. A., Banerjee, A., & Islam, M. Z. (2013). Quality of work life-Linkage with job satisfaction and performance. *International Journal of Business and Management Invention*, 2(1), 1-8.
66. Yadav, R. K., & Dabhade, N. (2013). Work Life Balance and Job Satisfaction among the Working Women of Banking and Education Sector – A Comparative Study. *International Journal of Advancement in Education and Social Sciences*, 1(2), 17-30.
67. Rivers, C., & Barnett, R. C. (2013). *The New Soft War on Women: How the Myth of Female Ascendance is Hurting Women, Men--and Our Economy*. Penguin.
68. Sandberg, S. (2013). *Lean in: Women, Work and the Will to Lead*. W. H. Allen: UK.
69. Shambaugh, R. (2007). *It's not a glass ceiling, it's a sticky floor: Free yourself from the hidden behaviors sabotaging your career success*. McGraw Hill Professional.
70. Reskin, B. F., & Irene, P. (1994). *Men and Women at Work*. Pine Forge Press.
71. Wright, E. O., & Baxter, J. (2000). The glass ceiling hypothesis: A reply to critics. *Gender & Society*, 14(6), 814-821.
72. Ferree, M. M., & Purkayastha, B. (2000). Equality and cumulative disadvantage: Response to Baxter and Wright. *Gender & Society*, 14(6), 809-813.
73. Baxter, J., & Wright, E. O. (2000). The glass ceiling hypothesis: A comparative study of the United States, Sweden, and Australia. *Gender & society*, 14(2), 275-294.
74. Lerner, H. (2006). *Smart Women Take Risks: Six Steps for Conquering Your Fears and Making the Leap to Success*. McGraw Hill Professional.
75. Stone, P. (2008). *Opting out?: Why women really quit careers and head home*. Univ of California Press.
76. Mullany, L. (2011). *Gendered discourse in the professional workplace*. Springer.
77. Austin, L. (2001). *What's Holding You Back? Eight Critical Choices for Women's Success*. Basic Books.
78. Noronha, S., & Aithal, P. S. (2017). Study on the Policy Framework towards work life balance in India. *International Journal of Multidisciplinary Research and Modern Education (IJMRME)*, 3(2), 11-16.
79. Noronha, S., & Aithal, P. S. (2016). Glass Ceiling – A Silent Barrier for women in Highly Advanced and Humanistic Society. *IRA- International Journal of Management & Social Sciences*, 5(3), 455-466
80. Goyal, K., & Agrawal, A. (2015). Issues and Challenges of Work Life Balance in Banking Industry of India. *Pacific Business Review International*, 8(5), 113-118.

Organizational Strategic Approach towards Work Life Balance of Women in India

Sonia Delrose Noronha,¹ & P. S. Aithal²

¹Research Scholar, Department of Management, Rayalaseema University,
Kurnool -518007, Andhra Pradesh, India.

^{1,2}Srinivas Institute of Management Studies, Pandeshwar, Mangaluru –575 001, India
E-Mail: soniadelrose@gmail.com

Type of the Paper: Research Paper.

Type of Review: Peer Reviewed.

Indexed in: OpenAIRE.

DOI: <http://dx.doi.org/10.5281/zenodo.810349>.

Google Scholar Citation: [IJMTS](#)

How to Cite this Paper:

Noronha, Sonia Delrose., & Aithal, P. S. (2017). Organizational Strategic Approach towards Work Life Balance of Women in India. *International Journal of Management, Technology, and Social Sciences (IJMTS)*, 2(1), 18-24.

DOI: <http://dx.doi.org/10.5281/zenodo.810349>.

International Journal of Management, Technology, and Social Sciences (IJMTS)

A Refereed International Journal of Srinivas University, India.

© With Authors.



This work is licensed under a [Creative Commons Attribution-Non Commercial 4.0 International License](#) subject to proper citation to the publication source of the work.

Disclaimer: The scholarly papers as reviewed and published by the Srinivas Publications (S.P.), India are the views and opinions of their respective authors and are not the views or opinions of the SP. The SP disclaims of any harm or loss caused due to the published content to any party.

Organizational Strategic Approach towards Work Life Balance of Women in India

Sonia Delrose Noronha,¹ & P. S. Aithal²

¹Research Scholar, Department of Management, Rayalaseema University, Kurnool -518007, Andhra Pradesh, India.

^{1,2}Srinivas Institute of Management Studies, Pandeshwar, Mangaluru –575 001, India
E-Mail: soniadelrose@gmail.com

ABSTRACT

With the increase in education and awareness relating to women empowerment there is a considerable increase in the number of working women in different sectors. Ever-changing dynamic environment and economic conditions has pressurized the organizations to perform or perish. This in turn has created an unseen pressure on the employees. Career and personal life are the two aspects considered important by employees, the success of which requires major attention. The major challenge for women is to balance the demands and the requirements of career and family. The various aspects like socio demographic conditions, work stress, impact of work on personal life negatively affects the personal life and career advancement creating a glass ceiling for women employees. It is seen that in the absence of proper work-life balance policies and practice result in work-life conflict. This can be seen in the form of increased absenteeism, high attrition, low recognition and job satisfaction. There are initiatives taken by the organizations and the government but the question is if the initiatives taken are adequate and are actually benefitting the women employees. This paper reviews the work-life balance initiatives adopted by employers in different organizations. An attempt is also made to find the challenges undergone by the organizations in providing such measures to the women employees. The sources referred for this purpose includes various published research papers on internet sites, magazines, doctoral thesis, newspapers etc.

Keywords: Work-life balance, Glass ceiling, Work-life conflict, Absenteeism, Attrition, Job satisfaction.

1. INTRODUCTION :

In this ever-changing globalized competitive business world, work-life balance has become a matter of concern for researchers and organizations. Organizations need to be aware of the changing requirements and demand of the women employees at home and at work. Women are facing various issues and challenges because of increased responsibilities at work and personal life. To add on to its traditions and prejudice towards women creates a glass ceiling preventing women from advancing in their career [1]. This diversified lifestyle and changing work needs have compelled employers to focus on work life balance. Employers now

give attention towards work life and personal life. It has become difficult for women to strike a balance between work and life. Work-life imbalance adversely affects the employees, their immediate families, organizations and the society at large. Appropriate coping up strategies should be adopted to manage the work demand and family demand. This will motivate the employees, increase satisfaction, commitment and productivity of the employees. Moreover, it will help in reducing the absenteeism and labour turnover. However, in India, the academic attempt to provide a complete picture of work-life balance programmes and benefits provided by various organisations seems to be very little.

2. MEANING AND SCOPE :

Work life balance is the process of minimizing the role conflict of a person by maintaining his perceptions about work and his personal time and family welfare. Work life balance can be defined as the perception of an employee to maintain and integrate multiple domains of personal, time, family care and work with minimum role conflict [2]. Work life balance can be different to different people depending upon the different stages of life. It basically includes the problems of exhaustion and lack of time. Research shows that failure to achieve a satisfactory balance of effort is directly connected to lack of energy to fulfill personal commitments and lack of control over the workload. The imbalance here leads to consequences such as fatigue, poor quality of life and most importantly poor performance. Work life balance is the relationship between personal commitments and work and its impact on one another. The present study examines the innovative and current work-life balance policies and practices implemented and practiced by various Indian Companies. With the change in the workforce and the increase in the number of working women, dual earner and nuclear families the need for the employees to balance their work and personal life has also increased. Moreover, women still take the major responsibility of childcare and domestic chores, long hours work culture and lack of flexible work provision creates a disadvantageous situation for women than men. Women are unable to put in the required number of hours to advance their careers. Considering this requirement along with the intention to provide better quality of life and retention of efficient talented employees, companies are now providing various work-life programmes. Since Industrialization organizations have shown concern about their employees by formulating welfare policies like healthy working environment, safety, and securities. Post-war era has also evidenced increase of government-mandated provisions offered to employees such as health insurance, social security measures like pension plan and also disability protection plan such as workers compensation in case of

accidents and disease highlighting the notion of obligation of employers towards employees to provide social security to employee's families [3].

In the present study, an effort has been made to identify and reveal the present status and benefits of work-life balance programmes provided by various Indian Organizations and its future challenges. This study is based on the secondary data derived from literature review. As women still do the majority of childcare and domestic work, a lack of flexible working provision and a long-hours culture will disadvantage more women than men, as they will be unable to put in the hours required to advance their careers.

2.1 Methodology

This study is descriptive in nature. The researcher has collected information from published books, journal papers, newspapers, articles, etc.

2.2 Modern Trends in Work Life Balance

Organizations have started implementing many work-life balance strategies. They offer child care, elder care, flexible work schedules, job sharing and employee assistance programmes as alternatives for work balance arrangements [4-5].

These measures help the employer to retain high potential employees and efficient workforce. The modern industrial establishments have started the following trends.

- **Maternity Leave:** Increase in the number of women workforce and the issues related to work-life balance various policies like Maternity Benefit Act 1961 which provided 12 weeks(three months) paid leave to all women employees has been amended in 2016 and increased to 26 weeks (six months) [6].
- **Paternity Leave:** Central Civil Services, Leave Rules 43-A grants Paternity leave to male government employees' up to a period of 15 days during the childbirth [7].
- **Parental leave:** Parental leave is availed by parents to look after a young child or to make arrangements for the child's welfare. Parents can also make use of this leave to spend more time with their children and strike a balance

between work and personal family commitments.

- **Part-time work:** Employees who prefer to work part-time for various reasons such as attending family, studying, pursuing personal hobbies and many others can give importance to priorities other than work. Those wishing to work on part-time basis may benefit from this policy.
- **Family leave:** this facility helps the employees to take leave for the illness of the immediate family members (spouse, parent or child) on the provision of the medical certificate. Here every employee has a right to avail family leave which cannot be postponed or refused.
- **Teleworking:** This is a work arrangement where an employee may be authorized to carry out part of their activities from home on a regular basis over a period of time. The organization or the employee may propose teleworking but this does not give an automatic right to telework.
- **Unpaid leave:** At some point, if an employee wishes to take a break from their career to give importance to other personal or professional priorities, organizations may recognize through unpaid leave.
- **Time off to care for sick children:** Taking time off to look after the child or to fetch the sick child from school or crèche is an arrangement that can help parents to maintain work life balance.
- **Flexi-time:** This is a system that allows an employee to choose his own timing for starting and finishing work with the range of available hours subject to achieving total daily, weekly or monthly hours. It is a beneficial opportunity given by organizations to its employees of flexible hours provided they are at work during the core hours.
- **Crèche facilities:** some of the organizations provide their own crèche where the employees can enroll their pre-school children. This will end the dilemma that forces women to choose between work and children.

3. WORK LIFE BALANCE INITIATIVES IN INDIAN ORGANIZATIONS :

As a part of the work environment,

organizations are now making great efforts to provide caring and engaging environment. A study consisting of 20 Fortune 500 companies has found that 28% of the men and 53% of the women reported inability to concentrate at work due to work family stress. This reveals that more than half of women and one-third of men are affected by work-family stress. This is the result of the rapid increase in the number of dual earners creating work-life conflict [8]. In Mind Tree and Pepsi Company, employee engagement strategies are eagerly helping them to maintain better work-life balance. At Marico Company, employees depending on their roles have the flexibility to decide the timings of their work after the discussion with their supervisor. The company does not maintain any system for measuring hours of work or the attendance registers. Citi India has recently introduced a policy that allows employees (depending on their role) to work from home for two days in a month. Employees have the freedom to opt for flexi-time and remote working. Concierge service has been recently introduced by the company within the office premises to help employees to free up valuable time. It is even known for its contingency leave policy where the employees can seek oral leave approval from the supervisor. The record of such leave is not maintained for a period of four days [9]. Pepsi Co India has started a concept of healthy and free breakfast with oats, fruits, Upma, Poha etc. This has benefited the young unmarried staying alone and newly married employees. Pepsi Co has tied with Ida and Intelliot for providing day care facilities in Gurgaon, Mumbai, Hyderabad, and Chandigarh. Here employees can avail huge discount OF Rs.40,000 – 50,000 along with other benefits. Dabur India is concentrating on the health and fitness of employees realizing that a healthy employee is a productive employee. Coca-Cola encourages employees to enroll in healthy living programmes like tennis, gym, Aerobics, Yoga by funding up to 50% of the expenses incurred on equipment and memberships. Mahindra & Mahindra encourages employees to go for medical check-ups by having tie-ups with diagnostic center and Stepathlon Lifestyle. Raychem RPG provides

101 services such as maintenance of electronics, parent care to getting laundry done to pet care which employees to enjoy their free time and weekends. Infosys Technologies' provides wellness initiative Health Assessment Lifestyle Enrichment (HALE). Wipro also offers wellness initiative to employees to reduce stress. Johnson and Johnson India in 2002 started Women's Leadership Initiative (WLI) to attract women leaders in the company. The company also created awareness on health issues, support to orphans, street children, tribal girls, maternity and gynecological care to women. Procter & Gamble India has reduced work schedules and has offered employees to work from home helping boost up employee productivity and maintain work-life balance [10].

Intel India provides work environment solutions to reduce work and personal challenges and enhance Intel's great place to work value. In addition to flexible working hours, five days working is also offered. It also provides Hospitalization Insurance Policy with reimbursement of hospital expenses incurred by an employee and their nominated dependents who are covered under a floater policy (Rs.500,000 p.a) Intel also pays the premium for employees (100%) and dependents (80%). Hospitalization Insurance covers maternity insurance for employees and their spouse. In the case of pregnancy, Intel gives each employee paid maternity leave(84 days). Depending upon the years of service 15 days for first two years and 20 days for more than two years) annual leave facilities are given to employees excluding 12 paid public holidays in a year. Under Business Traveler Medical plan, Intel provides medical coverage to its employees (full time and part-time employees) when they are on business travels outside India (90 days). In the event of the insured employee's death, Intel ensures payment of lump sum to the deceased employee's legal heir. Intel pays the 100% premium. Other benefits include flexible work hours, alternate work schedules, compressed work weeks, home office, telecommuting, part time employment, resource and referral services, childcare care assistance, health benefits and wellness benefits. IBM's policy says that

organization is very serious about helping employees to achieve career balance. IBM India provides to its employee's options like working from home, flexible workweek schedules, part-time employment, family counselling and absence leave. Provisions include reimbursement, recreational activities, global opportunities, and clubs, helping employees with life events (marriage, taking career break). This helps IBM to attract, motivate and retain the best talent. TATA Group, being one of the oldest group and respected business organization is also known as most people focused company. It is also known to have high scores on welfare parameters. Here work-life balance initiatives are tailored as per different strata of employees. For the workforce in manufacturing plant, company has introduced adult education programmes and family life education. Crèche facility is provided to help the female employees. Tata Consultancy Services (TCS) an emerging new economy organization incorporated under Tata group has a pool of educated executive class employees. The company provides to its employee's options to work flexi time with certain compulsory core hours of work and provisions to work for five-day. Most prominently TCS conducts regular seminars on better living, nutrition and stress management. Understanding and realizing the impact of long working hours, desk-bound jobs and extensive travel that result in a work-life imbalance of many employees, the company has encouraged the formation of groups with similar interests to come together and conduct various activities apart from routine work. Zensar Technologies provides crèche facility and child care arrangements to its facilities. The informal meeting is arrangement where associates can meet their seniors and discuss anything. Zensar has a facility called Madat online a 24/7 service available for employees to take care of some of their personal day to day activities such as drawing cash, dropping cheques, pay telephone bills and school fees of employees children. Information services such as housing and education facilities for children. Zensar Technologies organizes stress management programmes. Social events such as family day

and fun days at work are also organized regularly. This shows Indian Organizations have realized the need for work-life balance and are taking initiative to provide a work-family friendly environment to their employees [11].

4. CHALLENGES AND PROSPECTS FOR INDIAN ORGANIZATIONS :

Though Indian Organizations are trying their best to provide work life balance programmes, many organizations consider it as a burden and not a strategic decision. In the present situation where the organizations are going global reducing cost or cost cutting is the biggest challenge for Human Resource Managers. Policy makers feel that work-life balance initiatives will increase the financial burden. This increase the budget will make it difficult for them to survive in this competitive global market. In India where more and more women are entering into workforce statutory policies such as maternity benefit and leave is common but work-life arrangements such as flexi time, part time work and work from home are sporadic and are discretionary in nature. Moreover, policies and practices like paternity leave, telecommuting, child care leave, health assistance programmes, parental care leave, child care centers, stress release programmes and training are yet to be considered as a strategic decision by the organizations. Indian organizations have an advantage of the young, energetic and efficient workforce. But the attrition rate of employees in organized sector in India was 26.9% in 2013, highest attrition rate globally [12]. Human resource department has to efficiently utilize these resources by exploring some innovative policies and practices. The McCrindle's Research study of 3000 Australians reveals that work-life balance is the major factor for employee attraction and retention that can be ranked above salary. Many researchers have shown that work and family are not separate but influence each other [13]. These work-life balance practices increase the performance of employees and motivate them to be more committed towards the job. Work-life balance provides opportunity make better use of employees free time and to fulfill other

commitments and activities along with work. More importantly, it helps to reduce employee's mental stress and results in job satisfaction. Therefore the organizations should recognize the value and contributions of work-life balance practices on employees and organizations performance.

5. CONCLUSION :

The work-Life Balance for women employees is a buzz word for today's organizations. Various strategies are developed and implemented by the organizations. Women employees are also expected to design and develop good lifestyle practices to balance work and family demands. These coping strategies will help the employer and the employees to deal with the problems and the issues of work life balance. The work-life balance brings peace and happiness in the lives of the employees. It acts as a survival strategy for the employer in the tough competitive market as it adds value to the organizational work culture and also family life. Organizations have realized the power of work-life balance strategies and are trying their best to implement it successfully. This revolutionary awareness will help organizations to retain and use the potentials of the employees to the fullest.

REFERENCES :

- [1] Noronha, S., & Aithal, P. S. (2016). Glass Ceiling - A Silent Barrier for Women in Highly Advanced and Humanistic Society. *IRA-International Journal of Management & Social Sciences*, 5(3), 455-466.
- [2] Clark SC,(2000). Work/Family Border Theory: A New Theory of Work/Family Balance. *Human Relations*, 53(6): 747-770.
- [3] Glass, J. L., & Estes, S. B.(1997). The Family responsive workplace. *Annual Review of Sociology*, 23(1), 289-313.
- [4] Dalcos, S. M., & Daley, D. (2009). Work pressure, workplace social resources and work-family conflict: The tale of two sectors. *International Journal of Stress Management*, 16(4), 291-311.
- [5] Hobsor, C. J., Delunas, L., & Kelsic, D. (2001). Compelling evidence for the Need

- for Corporate Work/Life Balance Initiatives: Results from a national survey of stressful life-events. *Journal of Employment Counseling*, 4(8), 38–44.
- [6] Maternity Benefit (Amendment) Act, 2017, Ministry of Law and Justice, New Delhi, 28th March, 2017.
- [7] Central Civil Services, Paternity Leave, CCS (Leave) Rules, Rule 43-A, central government staff news posted on Sunday, November 25, 2012.
- [8] Francene Sussner Rodgers, (1992). When the Business Case Is Common Sense: Coming to Terms with America's Family Challenge, *autumn* 1992, ACA Journal.
- [9] Manavi Pathak (2014), Psychology at work, Making managers responsible. www.humancapitalonline.com.
- [10] Barik, P., & Pandey, B. (2016) Work-life Balance a Strategic Human Resource Policies and Practices followed by Indian Organizations. *IRA-International Journal of Management & Social Sciences*, 5(3), 427-435.
- [11] Andukuri Raj Shravanthi, Sagar Deshmukh, N. Deepa (2013), Work Life Balance of Women in India. *International Journal of Research in Management Sciences*, 1(1) 50.
- [12] Biswas S.(2013). Attrition in India to top world charts in 2013; one in four employees to change jobs www.economicstimes.indiatimes.com/jobs/attrition-in-india-to-top-world-charts-in-2013, The economic times, June 07, 2013
- [13] Greenhaus, J.H. and Powell, G.N.(2006). The Academy of Management Review, 31(1), 72-92.



STUDY ON THE POLICY FRAMEWORK TOWARDS WORK LIFE BALANCE IN INDIA

Sonia Delrose Noronha*, P. S. Aithal & M. D. Pradeep*****

* Research Scholar, Srinivas Institute of Management Studies, Srinivas University, Mangalore, Karnataka

** Srinivas Institute of Management Studies, Srinivas University, Mangalore, Karnataka

*** Research Scholar, Alliance School of Law, Alliance University, Karnataka & Assistant Professor, Srinivas Institute of Management Studies, Srinivas University, Karnataka

Cite This Article: Sonia Delrose Noronha, P. S. Aithal & M. D. Pradeep, "Study on the Policy Framework towards Work Life Balance in India", International Journal of Multidisciplinary Research and Modern Education, Volume 3, Issue 2, Page Number 11-16, 2017.

Copy Right: © IJMRME, R&D Modern Research Publication, 2017 (All Rights Reserved). This is an Open Access Article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Abstract:

Women constitute half of total population in India. The roles played by men and women in the society are not biologically determined but socially justified through the culture or religion. Indian history has exposed instances of discrimination against women infringing their rights for equality, liberty and freedom. It diluted their status in the society and made them a 'weaker sex'. Indian Constitution forced the social system to divert from the discriminatory ideologies towards equity. Women are compelled to spend much time in performing household and domestic works, which are either not paid or less paid, to force them to lead life under poverty. Economic disparity among gender persists, as women engage in much of the unpaid works in the family and community. Women should be encouraged to contribute equally like men, through education and employment, to attain inclusive growth in the country. Promoting economic empowerment among women is possible by identifying job opportunities, eliminating power imbalances at workplace, facilitating them the power of decision making, realizing leadership, creating career opportunities for their sustainable growth. Women should be partners for the task of nation building at par with men. People should enjoy equal opportunities, rights and obligations justifiable in the political system. The balancing work and life of women is a challenge to both women and organizations in India. This paper highlights about legal and policy framework for bringing work life balance at workplace and states the benefits derived from the work life balance strategies to the employees, organizations and families in general.

Index Terms: Women Status, Women Discrimination, Work Life Balance & Women Empowerment

1. Introduction:

Patriarchy system prevented women from performing and enjoying vital roles in the society. Inclusive Growth aims towards exploring women to their fullest potential and contribute to the economic growth and prosperity of the country by addressing their differential needs. Problems faced by women are neglected in the male dominated societies, which seeks immediate attention of the Government, organizations, social service agencies and trade unions. Quality of work life is the modern trend to enrich morale of the employees and productivity of the organizations. Work life is a broader approach to job enrichment as an interdisciplinary field of enquiry by the combination of organizational psychology, sociology, organizational theories and industrial relations. Work life balance refers to create environment connecting work and life more meaningfully. Work life mechanism enhances the quality of life by enhancing dignity, learning, growth, participation and job satisfaction among employees. It brings organizational effectiveness in productivity, quality, cost, creativity and adoptability of the organizations. Higher emphasize is given for job satisfaction over money in every organizations in the modern gender sensitive societies. Efforts are made to deal with the issues connected to rejection of maternity benefits, lack of child care, unequal wages, harassment and exploitation at work place. National Women's Commission, Self Employed Women's Associations and Women Welfare Foundation are working for the welfare of working women. Inhuman working conditions, Low wages, heavy work pressure, harassment at workplace, health risks, cruelty and domestic violence have become serious threats for maintaining work life balance for women. Gender equality principle is included in the preamble, Fundamental rights, Fundamental duties and directive principles of Indian Constitution. The Constitution has granted equality and has empowered the State to adopt measures by encouraging positive discrimination in favouring women. In this context the framework of democratic polity, laws, development policies, Plans and programmes have aimed at the advancement of women in different spheres. India has also formalized various international conventions as well as human rights instruments committing to secure equal rights of women. Important among them is the ratification of done in 1993, The Convention on Elimination of All Forms of Discrimination against Women (CEDAW) [1].

2. Legislative and Policy Framework:

(a) Constitutional Privileges:

Indian Constitution in its preamble, Fundamental duties and Directive Principles has laid down gender equity as a principle. The constitution of India empowers the state to grant equality to women along with adoption of measures for positive discrimination in favour of women. Indian democratic polity, Developmental policies, Laws, Plans and Programmes are aimed at the advancement of women in different spheres. Article 14 of the Constitution India grants equality and equal protection to women. Article 15(i) does not permit discrimination against any citizen on the grounds of religion, Caste, race, sex, place of birth or any of them. Article 15(3) specifies the state to make special provisions that is in favour of women and children. Article 16 provides equal employment or appointment opportunities to all the citizens. Article 39(A) promotes justice on the basis of equal opportunities and provides free legal aid by suitable legislation to ensure opportunities to secure justice are not denied on economic or other disabilities grounds. Article 39(d) provides an equal opportunity to pay equal for equal work both for men and women. Article 42 make provisions by directing the state to provide just and humane work conditions with maternity relief. It also directs the state to adopt positive discrimination measures favoring women. This neutralizes the socio-economic, political and social disadvantages faced by women. Article 46 promotes educational and economic interests of the weaker sections of the people to protect them from social injustice and exploitation. Article 47 instructs the state to raise the level of nutrition and the standard of living of people. Article 51 A (e) promotes harmony and the spirit of common brotherhood among Indians and refrain from derogatory practices to the dignity of women. Article 243D (3) reserves one-third of the total number of seats for women to be filled by direct election in every Panchayat. These seats are to be allotted by rotation in any Panchayat of different constituencies. Article 243 D (4) One third of the total number of offices of chairpersons in the Panchayats to be reserved for women. Article 243 T (3) One third of the total seats are reserved for women to be filled by direct election in every Municipality. These seats to be allotted by rotation in different constituencies in a Municipality. Article 243 T (4) specifies reservation of offices of chairpersons in Municipalities for scheduled Tribes, scheduled Castes and women [1-2].

(b) Legislations on Employment:

Factory Workers: Following Mandatory measures under Factories Act of 1948 are provided to women workers. Section 19 requires provision of sufficient Latrines and Urinal accommodation maintained separately for men and women, properly ventilated and lighted, cleaned at least once in a week with disinfectants. Section 27 prevents the working of children and women where a cotton opener is present at work unless if one feed end of the opener is separated by a partition from delivery end up to a height extending till the roof. Children and women can be employed in the feed side of the cotton opener. Height thus maintained must be inspected and specified in writing. Section 48 requires the provision of Crèches for the use of children below six years in every factor wherein more than thirty women are employed. These rooms should have adequate accommodation, proper light and ventilation and good sanitary condition. This Crèche should be under the charge of women trained in the care of infants and children. The state Government can make rules for provision of free milk or refreshment for such children and mothers to feed children at required intervals. Section 49 prescribes the appointment of Welfare Officers in every factory wherein five hundred or more workers are ordinarily employed. Section 71 prevents the working of women and children during the night. Female child is not allowed to work before 8 a.m. and after 7 p.m. Section 87 restricts the employment of women, adolescents and children in manufacturing process that exposes them to a serious bodily injury, poisoning or diseases [3].

Contract Labourers: As per The Contract Labour (Regulation and Abolition) Act 1970 all Women contract Labours should be provided with separate enclosed accommodation required for toilet and washing. If a there are more than 30 women then a crèche shall be provided. Women are allowed to work between 6 a.m. to 7 p.m. Here a woman is not permitted to work for more than 9 hours a day. Women are restricted to be employed in dangerous manufacturing process. In case the contract fails then Section 21 makes employer liable to provide welfare and wages to the contract employees [4].

Shop Workers: The Karnataka Shops and Commercial Establishments Act 1961 prevents the employment of Young persons and women during the night shift. Here the IT industries can be exempted if it provides transportation and security to employees [5].

Mine Workers: The Mine Act 1952 ensures the availability of sufficient number of latrines and urinals separate for men and women employees, properly lighted and ventilated at convenient and easily accessible places. Section 20 specifies the number of latrines and urinals that are to be provided. Section 46 does not allow women to be employed in any part of the mine that is below the ground. It also prevents the women from involving in mining activity between 6 a.m. to 7 p.m. [6].

Plantation Labours: The Plantation Labour Act 1951 advises the following benefits to the plantation workers: Section 9 directs the requirement of the sufficient number of urinals and latrines to be provided separately to men and women in the plantation. These places are to be kept clean and in sanitary conditions. Section 12 promotes provision of suitable rooms for children of working women in every plantation which employs more

than fifty women or the number of children of working women is more than twenty. These rooms shall be maintained in sanitary conditions under the supervision of women trained in infant and child care. Section 32 directs the state Government to make rules regarding the payment of sickness allowance. This sections also entitles the workers to obtain sickness allowance from his employer if certified by qualified medical practitioner [7].

Minimum Wages: The Minimum Wages Act 1948 has defined wages as all remuneration that can be expressed in terms of money, paid to the employees when the terms and conditions of labour implied are fulfilled. This includes House rent allowance (excluding Light, Water, Medical charges, contribution to Provident Fund and Travelling Allowance. Minimum Wages have been fixed by Government in any scheduled employment and the employer must not pay wages less than the minimum rate of wages fixed for that class of employees [8].

(c) Legislations on Social Security:

Maternity Benefit: The Maternity benefit Act 1961 helps women to face the challenge of motherhood. Section 5 of this act prevents the employer from employing a woman for six weeks immediately from the day of her delivery or miscarriage for any work of arduous nature or any work that involves long standing or impacts her pregnancy or the growth of her fetus or likely to cause miscarriage or affect her health. Section 5(3) entitles a woman who has worked for 160 days or more for the maternity benefit of 26 weeks up to two children and 12 weeks for more than two children [9]. Section 5 (4) gives the significance to commissioning mothers and adopting mothers by providing maternity leave for a period of 12 weeks. Section 5(5) provides the benefit for women to work from home depending on the nature of work if it can be executed from home on terms and conditions mutually agreed between the employer and the employee. This is applicable from 1st of July 2017. Section 6 gives an opportunity to woman to give notice to her employer in writing regarding the date of absence seeking maternity benefit. On provision of proof, the amount of Maternity benefit shall be paid in advance by the employer for the period preceding the due date of her delivery. The remaining amount shall be paid within 48 hours after providing the proof of delivery. Although the failure to give notice will not disentitle a woman for receiving this maternity benefit. Section 7 provides the authority to receive maternity benefit to the legal representative or the nominee in case of the death of the entitled woman. Section 8 promises Maternity medical bonus of Rs. 3500/- in addition to the maternity benefit if no free of charge pre-natal or post-natal care is provided by the employer. Section 9 provides 6 weeks leave for miscarriage or medical termination of pregnancy and 2 weeks for woman undergoing tubectomy immediately the next day of miscarriage on production of proof. Section 10 ensures additional maternity leave of 4 weeks in case of illness arising out of pregnancy, delivery, premature birth, and miscarriage, medical termination of pregnancy or tubectomy surgery supported by Medical proof. Section 11A (1) makes establishment of crèche mandatory where 50 or more women employees are employed and that every woman who returns to duty after the delivery of her child must be permitted to visit the crèche four times during the day which includes the regular rest period [10]. Section 12 protects a woman if she absents herself from work in accordance to the provisions of this act from being discharged or dismissed on the account of such absence. However, even if she is discharged, her right to receive maternity benefit will not be eliminated. Section 13 guarantees that no deduction will be made from the normal and daily wages of a woman employee who is entitled to Maternity Benefit under the provisions of this Act [11].

Compensation: The Workmen's Compensation (Amendment) Act, 2009 provides benefits to working women all over the country. Here the amount of compensation depends on the injury caused, the monthly wages of the workmen and the lump-sum equivalent of the amount of compensation as mentioned in schedule IV. Section 4(a) provides In case of death an amount equal to 50 percent of the monthly wages or a limit up to Rs. 120,000/-. Section 4(b) in case of permanent disability an amount equal to 60% of the monthly wages or Rs. 140,000 is payable. Section 4(4) Provides Funeral expenses up to Rs 5000 in case of the death of the worker [12].

Provident Fund: The Employee Provident Fund and Miscellaneous Provision Act, 1952 is applicable to the whole of India except for the state of Jammu and Kashmir. Section 6 (A) through the notification by the Central Government in the official Gazette provides for Employees' Pension Scheme in order to provide superannuation pension, retiring pension, widow or widowers' pension, permanent total disablement pension, orphan pension or children pension. For this purpose a Pension Fund shall be established in which sums from the employers contribution not exceeding eight and one third percent of the basic wages, dearness allowance and retaining allowance shall be paid from time to time to every member who is a member of such scheme. This fund will be administered by the Central Board as per the manner specified in the Pension Scheme [13].

Health and Insurance: State Insurance Act 1948 is a social Security Legislation in which the family of the insured person is covered in the benefit. Section 3 has constituted Employees state Insurance Corporation which is an artificial person created by law. The insured can avail the benefit of the treatment from the Employee State Insurance Hospitals that is maintained by the Employee State Corporation. Section 10 has constituted Medical Benefit Council consisting of three members in which one is a woman representing the medical Profession. The employee will contribute 1.75 percent of his salary and the employer will contribute 4.75 percent towards the

fund. Section 20 has enabled the insured and his family to claim sickness benefit, disablement benefit and also maternity benefit including miscarriage [14].

Equal Wage: The Equal Remuneration Act, 1976 provides equal payment of remuneration to men and women to prevent the discrimination on the grounds of sex. Section 4 states that ensures equal pay and prevents discrimination during promotion, training or transfer. Section 5 directs the appointment of an advisory committee to advise the government regarding the extent to which women may be employed in establishments. This committee should consist of not less than 10 persons nominated by the government, in which one half in number shall be women. This committee has to clarify number of women employed, nature of work, and hours of work and suitability of women for the employment, need for increasing employment. Section 7 provides by notification appointment of officers to be the authorities for the purpose of hearing and deciding complaints under this act [15].

(d) Legislations preventing Harassment:

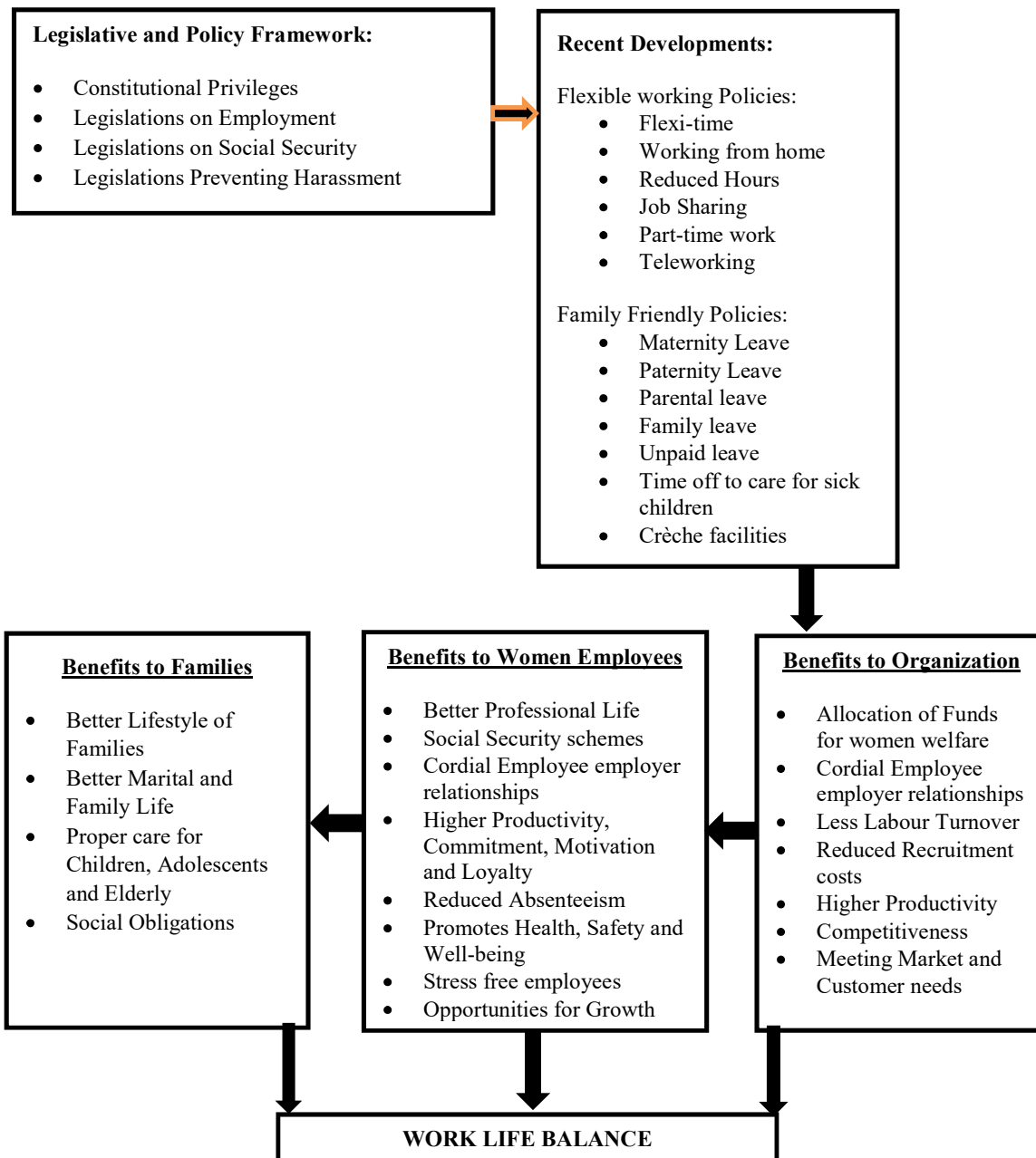


Figure 1: Model on Prospects of Work Life Balance

Anti-Sexual Harassment: The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act 2013 is applicable to all women working on regular, temporary and ad hoc basis engaged on

daily wage including domestic workers, contract workers, probationers, coworkers, trainees and apprentices with or without the knowledge of the principal employer. One of the positive effect of the opening of India's economy was the increase in women workforce. Apex court pronounced a landmark judgement in 1997 in Vishaka and others vs State of Rajasthan. An NGO by name Vishaka filed a Public Interest Litigation (PIL) on behalf of one Bhanwari Devi, a woman from Rajasthan who was allegedly gang raped. NGO requested special measures to deal with sexual harassment confronted during the course of employment. The Honorable Supreme court in Vishaka Judgement laid down guidelines that is mandatory to every employer to provide mechanism in order to redress grievances pertaining to workplace sexual harassment and to enforce right of gender equity of women at workplace. India had ratified the United Nation Convention on Elimination of all Forms of Discrimination against women in 1993 where parties must take all required measures in order to avoid discrimination against women during employment [16]. Sexual Harassment is considered as a violation of fundamental right to equality, right to life, right to live with dignity and right to practice or carry on any occupation, business or trade as per Article 14, Article 21 and Article 19(1) (g) of the constitution, which includes right to safe environment free from harassment at the place of employment. The place of employment or workplace covers circumstances of threat to employment, promise of preferential treatment in employment, creating an offensive work environment, interference with work, treatment that is humiliating and affects the health or safety of women, unwelcome sexual behavior and physical verbal or non-verbal conduct of sexual nature. This also includes transportation provided by the employer for the purpose of commuting from and to the place of employment [17].

Obligations of the Employer: The employer has the obligation to provide a safe working condition which must include safety from persons coming into contact at the workplace. The employer should treat sexual harassment as misconduct as per service rules and initiate appropriate action, communicate to all the employees of the penal consequences. Penal action should include reporting the harassment incident to appropriate authorities and termination. An Internal Complaints Committee (ICC) must be constituted. This committee must be headed by a woman, half of its members should be women and must include a third party representative from an NGO or any conversant agency dealing in sexual harassment. Employer must organize orientation programmes, workshops, conduct awareness programmes at regular periods and monitor timely submission of reports by ICC sensitizing the employees about on the issues and consequences of sexual harassment at workplace. If the employer fails to follow and implement these requirements, The Sexual Harassment Act may impose penalty up to Rs. 50,000. Any repetition in the same offence can result in the punishment being doubled and / or may result in de-registration of the entity or revocation of business license.

3. Prospects of Work Life Balance:

Over the years the need for work life balance has necessitated the enactments of Legislations governing work life balance. Modern competitive organizations are now adopting worker-friendly regulations that aims at promoting healthy balance between work and life. Figure 1 exhibits a working model on the benefits of Legislations in providing work life balance to working women.

4. Conclusion:

Most of the times a majority of the Indian women are deprived of promotional and growth opportunities at the work places but this is not applicable to all working women. In spite of having Equal Remuneration Act, 1976 women are still denied with equal right to pay. Some women are underpaid when compared to their male colleagues in the unorganized, small scale and contract labour oriented industries. The status of women is changing very gradually towards the positive efforts. There is a need for employment to enjoy the identity in society [18]. Ministry of Labour and Employment will protect and safeguard the interest of workers by creating healthy working environment for higher productivity. It promotes welfare, safety, industrial relation, social security and environmental measures for the workers. Many acts are enacted by the central and state governments. The ministry has undertaken Grant-in-aid scheme for the welfare of women labour. Social welfare services as conceived in Five Year Plans therefore, mean services for the weaker and vulnerable sections of the community who cannot take advantage of existing social and other services because of certain physical, mental and social handicaps or whose needs require the organisation of special services for their development and well being [19]. Eliminate all forms of gender discrimination by allowing women to enjoy not only the de-jure but also the de-facto rights and fundamental freedom on par with men political, economic, social, civil, cultural spheres of live.

5. References:

1. Pradeep M.D., (2016). Legal and Policy Framework on women welfare: An inclusive Growth Strategy". Pearl Multidisciplinary Bi Annual Research Journal, 2(1) 08-18.
2. Noronha, S., & Aithal, P. S, (2016). Glass Ceiling- A Silent Barrier for Women in Highly Advanced and Humanistic Society. IRA-International Journal of Management & Social Sciences 5(3), 455-466.
3. The Factories Act 1948, Ministry of Labour and Employment, Government of India, www.labour.nic.in on 22.06.2017 @ 2.47pm
4. The Contract Labour (Regulation and Abolition) Act 1970, EBC Publishing (P) Ltd, Lucknow, 2014.

5. The Karnataka Shops and Commercial Establishments Act 1961, Karnataka Gazette Part-IV-A ,
www.dpal,kar.nic.in on 25.6.2017 4.15pm
6. The Mines Act 1952, www.dgms.gov.in on 18.06.2017 @ 11.30am
7. The Plantation Labour Act 1951, www.labour.gov.in on 05.06.2017 @ 2.00pm
8. The Minimum Wages Act 1948, www.labour.nic.in on 29.07.2017 @ 1.16 pm
9. Noronha, S., &Aithal, P. (2017). Organizational Strategic Approach towards Work Life Balance of
Women in India. International Journal of Management, Technology, and Social Sciences (IJMTS),
2(1), 18-24.
10. The Maternity Benefit (Amendment) Act, 2017, Ministry of Law and Justice, New Delhi, www.labour.
gov.in on 28.03.2017 @ 4.15pm.
11. The Maternity Benefit Act, 1961, www.ilo.org on 28.03.2017 @ 4.45pm
12. The Workmen's Compensation (Amendment) Act 2009, www.meglabour.gov.in on 30.03.2017 @ 1.32
pm
13. The Employee Provident Fund and Miscellaneous Provisions Act, 1952, www.epfindia.com on 15.05.
2017 @ 10.05am
14. The State Insurance Act 1948, www.esic.nic.in, on 14.04.2017 @ 5.15 pm
15. The Equal Remuneration Act, 1976, www.labour.gov.in on 22.06. 2017 @ 2.07 pm
16. Mac Kinnon and Catherine (1979) Sexual Harassment of Working Women, New Haven, Conn: Yale
University Press
17. The sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.
www.iitbbs.ac.in on 28.07.2017 @ 3.35pm
18. Hate C.A. (1969). Changing Status of Women in Post Independence India, Allied Publishers Pvt. Ltd,
Mumbai.
19. Planning Commission, Government of India.www.planningcommission.nic.in on 27.07.2017 @ 11.20
am